

U.S. Agency for International Development
USAID/Senegal

Results Review and Resources Request
FY 1998-2001

Senegal
March 1999

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March 19, 1999

FROM: Donald B. Clark, Mission Director

TO: The Assistant Administrator for Africa

This R4 document provides a final report card on the two remaining Strategic Objectives of the USAID/Senegal Mission's old (1992-1997) strategy. Some activities (in Health and in NRM) were extended to FYs 1997-1998. These SOs now terminate with this submission permitting USAID Senegal to embark on implementation of its new 1998-2006 CSP. Progress towards health and environment targets in 1998 was quite good. For example, contraceptive protection provided through the public and NGO sectors increased from 186,600 couple-years of protection in 1997 to 199,900 in 1998. The number of operational sites providing family planning services has increased from 51.4% in 1997 to 59.8% in 1998, and the use of contraceptives rose from 70% to 88% among a sample of people in high-risk groups. Significant progress was made in 1998 in amending the Forestry Code and approving the National Environmental Action Plan. In achieving these development results, we strengthened our partners, including NGOs, and moved them closer to self-sustainability.

The Office of Inspector General (OIG), as part of a multi-Mission audit, reviewed USAID/Senegal's 1996 R4 in 1997. The recommendations focused on indicators, documentation, data collection and calculation methodologies. We expect to bring the audit recommendations to closure in the near future, and hope the OIG-PPC discussions in USAID/W will resolve some generic issues that affect all Missions. In response to these recommendations, we have tried to identify more precise indicators and to explain more fully where our data comes from and how it is calculated.

In making the transition to the new **(1998-2006) CSP**, USAID/Senegal has sought to consolidate gains, incorporate lessons learned, and exploit synergies among its activities. Various events and competing priorities in 1998 have slowed initial strategy implementation plans, including shifting employees to new teams, implementation of internal team-building exercises, office closures and staggered work-hours in response to security concerns and the winding up of earlier programs. The Mission expects to engage prime contractors for each of the three new SOs during the course of the next 12 months. In the meantime, we are exploring various ad hoc ways of re-engaging with our development partners and clients to obtain results in support of each of the three SOs. Annex 2 presents some preliminary baselines and targets to ensure adequate results reporting in the FY 1999 period and beyond. The Mission intends to complete development of its Performance Monitoring Plan by the end of June 1999.

The Mission's new Strategy, which the AFR Bureau approved in February 1998, provides a strategic framework that anticipates approximately \$23.4 million in annual obligations through 2006. In FY 1998, Senegal received \$17.3 million in DFA resources. The reduced planning levels for FYs 1999-2000 (\$23.2 million vs. \$24.5 for FY 1999 and \$21.0 million vs. \$24.5 million for FY 2000) have caused us to analyze the implications for our implementation plans. We believe that by accessing deob/reob funds this year and by early restoration of the annual levels called for by the new strategy (and approved by Washington), we can still accomplish the results anticipated in our CSP. USAID/Senegal has just

deobligated \$8.9 million from completed activities under the 1992-1997 strategy and has requested USAID/W concurrence to reobligate the balance of these funds under some combination of ad hoc assistance to Senegal and forward funding of our core private sector, environmental, democracy/governance and health programs. In particular, should USAID/W concur, we propose to develop a Special Objective to address the conflict in the Casamance.

The Mission's Workforce and OE target levels reflect a realistic assessment of the minimum work requirements of starting a new innovative participatory program. However, as described in more detail in the Workforce and OE narrative, there are significant OE concerns. We are at the very beginning of a new management contract and already, we are unable to afford the approved level of USDH staffing. This year we will not fill two USDH positions in part because of OE constraints. ICASS costs have risen steadily here and are, under current guidelines, essentially out of our control. We are the most expensive ICASS post in all of Africa. If these costs continue to rise, we may be forced to withdraw from some Embassy services and seek USAID/W approval for alternate support mechanisms. The costs of goods and services in Senegal are high, and the inflation rate, although modest at about 3%, maintains an upward pressure on costs. Straight-lining the OE budget is not a realistic option. Straight-lining means we will have to make cuts somewhere.

During the past year, the Mission again reorganized in light of the new strategy and a need for a new mix of staff skills. The Mission re-engineering process has successfully integrated virtually all major program actions, transition plans, implementation mechanisms and personnel responsibilities and accountability in support of our approved strategy and results targets. We are organized into three SO teams, each headed by a technical officer with participation from all staff offices. This R4 sets out for the USAID/W audience a general snapshot of what USAID Senegal has achieved under the 1992-1997 Strategy, and progress to date as we gear up for the new 1998-2006 Strategy. Much work remains to be done, but I believe that the Mission is on the right track.

The following FY 2001 R4 and accompanying annexes describe USAID's program results and prospects.

USAID/Senegal
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ABBREVIATIONS AND ACRONYMS

AIDSCAP	AIDS Control and Prevention
AME	Analytical, Monitoring and Evaluation Unit
AVSC	Association for Voluntary Surgical Contraception
BSS	Behavior Surveillance Survey
CAs	Cooperative Agreements
CBNRM	Community-Based Natural Resource Management
CCA	Corporate Council for Africa
CFAF	<i>Communauté Financière de l'Afrique (Franc)</i> : local currency of the member states of the West African Monetary Union
CL	<i>Collectivité Locale</i> (local government unit)
CMR	Child Mortality Rate
CONSERE	<i>Conseil Supérieur des Ressources Naturelles et de l'Environnement</i> (Senior Council for Natural Resources and the Environment)
CPR	Contraceptive Prevalence Rate
CPTs	Contraceptive Procurement Tables
CR	<i>Conseil Rural</i> (Rural Council, equivalent to the county-level government structure in the United States)
CR	<i>Communauté Rurale (Rural Community)</i> , equivalent to U.S. county
CERP	<i>Centre d'Expansion rural polyvalent</i>
CRS	Catholic Relief Services
CS	Child Survival
CSE	Ecological Monitoring Center
CSP	Country Strategic Plan
CSWs	Commercial Sex Workers
CYP	Couple-Years of Protection
DAP	Development Activity Proposal
DFS	Decentralized Financial System
D/G	Democracy and Governance
DHS	Demographic and Health Survey
EA	Environmental analysis
ECOMOG	ECOWAS Monitoring Group (West African peacekeeping force)
EG	Economic Growth funds of USAID
EPIQ	Environmental Policy and Institutional Strengthening Indefinite Quantity
EROS	Earth Resources Observation Systems
GRPA	Government Results and Performance Act
FAO	United Nations Food and Agricultural Organization
FFP	Food For Peace
FHI	Family Health International
FIAS	Foreign Investment Advisory Services Group
FP	Family Planning
FPLM	Family Planning Logistics Management
FSN	Foreign Service National Employee
FY	Fiscal Year
GDP	Gross Domestic Product
GOS	Government of Senegal
HNIS	Health and Nutrition Institutional Strengthening
HIV	Human Immunodeficiency Virus
HPN	Health Population Nutrition
IBRD	International Bank for Reconstruction and Development
ICASS	International Cooperative Administrative Support Services
IEC	Information, Education and Communication
IEE	Initial Environment Examination

IMF	International Monetary Fund
IRs	Intermediate Results
IRG	International Resources Group
ISRA	<i>Institut Sénégalais de Recherches Agricoles</i> (government agricultural research institute)
IUDs	Intra-Uterine Devices
KAED	Kaolack Agricultural Enterprise Development
KAP	Knowledge, Aptitudes and Practices
KIR	Key Intermediate Result
LPG	Loan Portfolio Guarantee
MFDC	Movement of Democratic Forces of Casamance
MCH	Maternal and Child Health
MH	Maternal Health
MIS	Management Information System
MOH	Ministry of Health
MSH	Management Sciences for Health
NAP/CCD	National Action Plan for the Convention to Combat Desertification
NAWFA	National Association of Women Farmers
NEAP	National Environmental Action Plan
NGO	Non-Governmental Organization
NR	Natural Resources
NRM	Natural Resource Management
OE	Operation Expense
OIG	Office Inspector General
PDS	<i>Parti Démocratique Sénégalais</i>
PHN	Population, Health and Nutrition
PMP	Performance Monitoring Plan
PVO	Private Voluntary Organization
REAP	Regional Environmental Action Plans
R4	Results Review and Resource Request
TFR	Total Fertility Rate
SDPs	Service Delivery Points
SGAs	Sesame Growers' Associations
SMEs	Small and Medium Enterprises
STD	Sexually-Transmitted Diseases
STI	Sexually-Transmitted Infection
SO	Strategic Objective
URD	<i>Union pour le Renouveau Démocratique</i>
USDH	U.S. Direct Hire
UNDP	United Nations Development Program
USAID	U.S. Agency for International Development
USG	United States Government
USGS	United States Geological Survey
WFA	Weight-For-Age
WHO	World Health Organization
WRA	Women of Reproductive Age

I. OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

A. OVERVIEW

Introduction: This Results Review focuses on the progress made in the final year implementation of Strategic Objectives launched under the 1992-1997 strategy. Although planned to be achieved during the 1992-97 timeframe, two SOs were extended to September 1998. After six years of implementation, the 1992-97 CSP terminates with this submission and USAID Senegal embarks on implementation of its new FY 1998-2006 CSP.

Of the four initial strategic objectives under the old 1992-97 CSP, only two (SO1 and SO2) remain: SO1: Decreased Family Size, and SO2: Increased Crop Productivity through improved NRM in Zones of Reliable Rainfall. These two SOs will be addressed in detail in Part II of this report. SO3: Increased Value of Tree Production, was consolidated with SO2 in 1995. SO4: Increased Liberalization of the Market for Agricultural and Natural Resources-based Products, achieved all of its operational policy reform objectives and was "graduated" ahead of schedule in 1997 (detailed accomplishments of this SO are presented in the 1997 R4).

Progress in Implementing the 1992-97 CSP: The FY 1992-97 CSP was reviewed and approved by USAID/Washington in February 1991. The core justification for USAID Senegal's CSP was based on the fundamental imbalance between the rising requirements of Senegal's rapidly growing population and the deterioration of its natural resource base. It was recognized that addressing these long-term development problems is essential, among other things, for maintaining and enhancing Senegal's traditionally open, democratic, and stable society. Several activities were initiated and implemented under this framework, supporting the Government of Senegal's development efforts in various sectors.

USAID assistance under SO1 sought to decrease family size through both public and private mechanisms. The SO1 program included a variety of interventions in HIV/AIDS and sexually-transmitted diseases (STD) prevention, family planning and maternal health and child, nutrition and diarrheal disease management. This program successfully resulted in reduction of infant mortality rates, reduction of fertility rates, and reduced incidence of HIV infection.

SO2 assistance was delivered through GOS Ministries and NGOs, emphasizing improved natural resource management as the key to increasing soil productivity and sustainable production systems. Noteworthy achievements include the following: adoption of a new Forestry Code to improve the policy environment for natural resource management planning (farmers now have increased rights to major forestry related management decisions), adoption of a National Environmental Action Plan (allowing local community participation in natural resource management), and increased adoption and spread of key natural resource management practices.

Under SO4, USAID also successfully supported GOS liberalization and privatization efforts. These activities were focused on fostering fundamental changes in the transformation and marketing of key traded crops such as rice. Particularly, the impact to date of rice sector reform can be summarized as follows: increased income for traders and more choices for consumers, improved resource allocations based upon clearer market signals, increased cost savings, and the demonstration effect of successful policy reform.

B. FACTORS AFFECTING PROGRAM PERFORMANCE

Political Factors: The political climate in Senegal during the past year has been punctuated by a number of internal and external events. Chief among these are the rebellion in the Casamance region and in neighboring Guinea Bissau, domestic political and labor union tensions and the countdown to the presidential elections in 2000. In the Southern Casamance region, the separatist Movement of Democratic Forces of Casamance (MFDC) continues its armed defiance of government control. Consequently, the U.S. Embassy has maintained its travel restrictions to affected areas by U.S. citizens and employees of USG agencies. The unrest and the restrictions have forced SO2 to drop a number of its interventions. Unfortunately this was a region where SO2 was expected to have the greatest potential impact. So far, the events in Guinea Bissau have had little immediate impact on Senegal. Few refugees have entered Senegal, and the border between Senegal and Guinea Bissau has remained quiet as the result of the political settlement agreement signed in Abuja, the ECOMOG intervention forces now in Guinea Bissau, and the return of peace-keeping troops to Senegal.

Senegal is a republic with a strong presidency, multiple political parties, and a bicameral legislature. The former unicameral legislature was transformed when a new Senate comprising 60 representatives was created in March 1998. The Senate held its first meeting in mid-February 1999. Senegal is now preparing for the up-coming presidential election to be held in the year 2000. Pre-election tensions are now becoming apparent in the political arena. The Minister of Finance, resigned in early January 1998. The Wade-led opposition members of the government (PDS) also withdrew on March 20, 1998 and dissent within the Socialist Party has surfaced. A movement headed by a popular former senior ruling party official has led to the creation of a new party (URD).

Economic Factors: Since the devaluation of January 1994, the macroeconomic situation continues to be guardedly positive. The Real GDP growth rate has increased from -2.1% in 1993 to 5.2% in 1997, and is estimated to be 5.7 in 1998. The fiscal deficit as a percent of GDP has declined from 4% in 1993 to 1.1% in 1997. Prices are estimated to rise by only 2.5% in 1998. Gross domestic investment is expected to reach 17.5% of GDP in 1998 up from 16.7% in 1997.

In April 1998, the GOS and the World Bank organized the Fourth Consultative Group Meeting (CG) in Paris. The Senegalese reiterated their commitment to undertake a new generation of reforms. While congratulating Senegal for its impressive macroeconomic performance and commitment to reform in the last four years, the donors also underscored the need for a renewed determination to achieve higher growth and employment to contribute to a reduction of poverty in Senegal. At the concluding session, donors pledged about USD 2.0 billion for the period 1998-2000. This amount is expected to meet Senegal's financing requirements. Since the CG meeting, the GOS, private sector and donors (donor group led by the USG) are working closely to produce a strategy for promoting the private sector in Senegal. A high level seminar, chaired by the President of the Republic is scheduled to be held in mid April 1999 to launch the strategy.

Transitional Factors to New Strategy: The FY 1998-2006 strategy is the product of an extraordinary effort of analytical studies, collaboration and consultation with Senegalese from many walks of life.

Several issues were identified that constrain Senegal's development efforts, hindering initiatives by both the GOS and its development partners. These include: administrative obstacles; lack of a clear long-term economic strategy; lack of transparency in the judicial system; high costs of doing business; lack of education about market economies; centralized bureaucratic structures; low level of basic education; and the need for

coping with rapid population growth.

With Senegal's macroeconomic outlook stabilized, SO1 is both timely and essential. SO2, dealing with democracy and governance, responds to the greatest political opportunity in Senegal in decades: the 1996 Decentralization Law. SO3, increased use of reproductive health services, remains essential to the Senegalese for improving individual quality of life. Moreover, addressing rapid population growth will enable the USAID Mission to consolidate gains from past implementation efforts by reducing demographic pressures on the natural resource base.

USAID Senegal is now in the process of developing its Performance Monitoring Plan (PMP) for the new strategic objectives. The current status of the three new USAID Strategic Objectives formulated under the FY 1998-2006 CSP is summarized in Annex 2.

Linkages with Agency Goals and Mission Performance Plan (MPP): All three new strategic objectives directly contribute to the agency's sustainable development goals. The SOs also link well with the top three priority goals of the U.S. foreign policy in Senegal, as stipulated in the FY 98 Mission Performance Plan (MPP). As noted in the Ambassador's statement in the 1998-2006 CSP, "Senegal has become in many ways America's most important francophone partner in Sub-Saharan Africa. A voice of moderation on peace in the Middle East and conflict resolution in Africa, Senegal is a veteran participant in international peacekeeping and a charter member of the U.S.-proposed African Crisis Response Initiative. Senegal's 40 years of political stability, its increasing political pluralism, and good record on human rights buttress our partnership."

II. RESULTS REVIEW BY SO (CSP 1992-1997)

1. STRATEGIC OBJECTIVE 1: DECREASED FAMILY SIZE

A. Summary: A leading donor in the population and family planning sector, USAID/Senegal provided to its targeted groups improved service delivery and information relating to family planning, maternal health, nutrition, and diarrheal disease management. The SO1 program also included a variety of interventions in HIV/AIDS and sexually-transmitted disease (STD) prevention. A noteworthy FY 1998 achievement was to clearly demonstrate the immediate impact of the new decentralization law on health resource allocations, and the negative effects on health expenditures immediately following application of the law. USAID's persistent dialogue with the GOS was a key factor in the GOS's actions to correct improper budgeting and fiscal management by newly created local government authorities. This SO addressed a key operating assumption of the 1997-2001 Mission Performance Plan (MPP): that it is in U.S. interests for Senegal to continue to make progress toward sustainable economic development by targeting key constraints such as demographic pressure.

B. Key Results: Overall, SO1 remained **on-track** throughout its implementation. DHS data for 1986, 1992 and 1996 showed that the total fertility rate (TFR) dropped from 6.6 to 6.0 to 5.7. The child mortality rate (CMR) decreased from 191 to 131 from 1986 to 1992, but increased to 139 per 1,000 live births in 1996. The increase between 1992 and 1996 has been attributed to increases in juvenile mortality in urban areas. Clearly, there are continuing health concerns for children aged 1-4 years related to nutritional and weaning practices, and USAID/Senegal has secured funds to study the phenomenon.

As shown in Annex 1A, three Key Intermediate Results (KIRs) were concluded to be necessary and sufficient to achieve the SO. KIR 1 was aimed at strengthening service delivery of GOS health facilities and extending services and products beyond the formal health system. KIR 2 focused on Information, Education and Communication (IEC) to capitalize on the Ministry of Health (MOH) Health Education Service and partnerships with existing organizations. KIR 3 ensured adequate supply of necessary products at Service Delivery Points (SDPs), and provided technical competence to service providers based on standard norms and protocols.

The ultimate customers who benefitted from USAID/Senegal's interventions included: (a) 91,978 Senegalese women of reproductive age who accessed family planning services; (b) 1,200,000 sexually active persons at risk of contracting AIDS in urban and peri-urban areas; and (c) 1,675,000 children under 5 years.

C. Performance and Prospects: *Family planning (FP):* FP has become an integral part of the delivery of health services at every level of the health system. It has gained acceptability and continues to do so in political as well as religious circles. FP activities implemented during the year mainly consisted of improving the quality of services and reinforcing the IEC strategy to better involve communities and religious leaders in the social mobilization process. For improved population access to quality services, supervision has been a decisive factor in implementing FP service delivery standards and protocols. Improved service management has been addressed through the Client-Oriented Provider-Efficient (COPE) system, with technical assistance from AVSC and JHPIEGO.

Couple-Years of Protection (CYP) is used in this report to approximate the use of modern contraceptives at the national level for both public and private sectors, including NGOs. CYP nationwide (Table 1.1) increased from 186,600 in 1997 to 199,900 in 1998 with the opening of additional Regional Referral Centers and the extension of FP activities in rural areas to more health posts. Moreover, the integration of contraceptive use into the Bamako Initiative is continuing and is expected to further improve sustainability in service delivery.

There has been a steady increase in the use of: (a) condoms for safe sex; and (b) pills, Depo-Provera, Norplant, and Neogynon for FP. In 1998, the use of condoms for FP decreased because the application of standard MOH norms and protocols enabled new clients to receive their chosen method on their first visit to an SDP. Thus, the condom was no longer widely used as a temporary FP method. The use of IUDs, which have an important effect on the CYP trend, also declined somewhat in 1998 because of client preferences.

Significant efforts were also made to improve the operation of SDPs. The equipment of SDPs and training of personnel were completed and the management of contraceptives has become more efficient under this strategy. The 1998 Population Council data showed that the proportion of fully functioning SDPs increased from 33.4 % in 1996 to 59.8 % in 1998 (see Table 1.2). Overall, the 1998 performance (82.6 %) is above the 70 % target for referral centers, hospitals, and health centers. The breakdown of this compound indicator reveals that 90.3 % of SDPs (without the health posts) have at least one staff member trained, while 95.0 and 96.4 % of those SDPs have the required FP methods per SDP type, and at least 80% of the required FP equipment. However, only 42.7% of health posts have the minimum accepted level of equipment. Clearly, the status of health posts still needs to be improved, and the new program will address this through specific interventions.

STD/HIV-AIDS: USAID/Senegal continued to play an instrumental role in assisting the GOS to contain the spread of HIV/AIDS through a combination of early and aggressive control efforts, including the involvement of religious, political and traditional leaders; intensive information campaigns; and an effective epidemiologic surveillance system. Senegal presently has one of the lowest levels of prevalence (under 2%) of HIV infection in Africa. The program continued its communication strategy for behavior change, placing heavy emphasis on fostering the adoption of safer sexual behavior and STD care-seeking behavior among target groups. Table 1.3, for example, shows the percentage of people in high-risk groups reporting the use of condoms with non-regular sex partners. Results from the 1998 Behavior Surveillance Survey (BSS) showed that the percentage of these groups who reported using a condom with a non-regular partner during their last sex act increased from 70% in 1997 to 88% in 1998, exceeding the 1998 target of 60%. Among commercial sex workers (CSWs), 95.7% said that their most recent clients had worn a condom, and for male students the rate was 71% in 1998 compared to 67% in 1997.

The quantity of condoms sold through the social marketing program increased from 1,724,547 in 1997 to 2,336,000 in 1998. All target groups reported that they could easily get condoms when needed: results ranged from 87% among female students to 99.7% among CSWs.

There has also been an improvement in service delivery for STD case management. The proportion of persons presenting with STDs in health clinics that were assessed and treated according to national standards increased from 11.4% to 18.2% in Thies, Dakar, Fatick, Louga, Ziguinchor, and Kaolack regions. Likewise, the proportion of persons presenting with STDs in health facilities that were given appropriate advice on condom use and partner notification increased from 2.9% to 50% between 1997 and 1998.

D. Possible Adjustments to Plans: Child survival, family planning, and AIDS control and prevention activities which were carried out under the completed SO program will be maintained and reinforced under the 1998-2006 strategy (see Annex 2C for details).

E. Host Country and Other Donors: During the reporting period, USAID (the overall sixth largest donor in Senegal) and other bilateral and multilateral donors, including the United Nations Fund for Population Activities and the World Bank, continued their active participation in three donor groups for better

collaboration in child survival, HIV/AIDS and population/family planning. The new consolidated national health action plan (the National Integrated Health Development Plan) fostered the coordination in incorporating all programmed activities into a single national program reflecting MOH technical priorities for Senegal for the next 5 years.

- F. Major Contractors and Grantees:** USAID implemented family planning and AIDS activities through private nonprofit organizations as well as U.S. and host country NGOs, including Management Sciences for Health (MSH), Family Health International (FHI), BASICS, the Futures Group, AVSC, the Population Council, and JHPIEGO.

During the reporting period, USAID/Senegal worked on closing-out two major bilateral activities. The Senegal Child Survival/Family Planning program, executed primarily through a contract with MSH, was a five-year, \$30 million activity to decrease infant mortality and increase contraceptive use while strengthening the capacity of the MOH to carry out these programs. The MSH contract was also supplemented by a range of central USAID projects addressing contraceptive logistics management, infection prevention, data management and the Demographic and Health Survey (DHS). The second major bilateral activity of the SO program, AIDS Control and Prevention (AIDSCAP), was implemented in close partnership with the GOS National AIDS Prevention Program. This 5-year, \$10 million activity supported IEC activities, capacity strengthening for sentinel surveillance, HIV prevention, and community responses to the HIV/AIDS crisis.

G. Performance Data Tables

Table 1.1 Couple-Years of Protection Nationwide

OBJECTIVE 1: Decreased Family Size APPROVED: 2/91 REVISED : 9/96 COUNTRY: Senegal			
RESULT NAME: Increased modern contraceptive services offered in Senegal			
INDICATOR: Couple Years of Protection (CYP)			
<p>UNIT OF MEASURE: Couple Years of Protection (CYP)</p> <p>SOURCE: Contraceptive logistics reports and Contraceptive Procurement Tables (CPTs) from Ministry of Health (MOH) and Management Sciences for Health (MSH) [1997 and 1998].</p> <p>INDICATOR DESCRIPTION: Estimated number of couples protected against pregnancy for one year, based on contraceptive distribution. Estimations are based on the current CYP factors: IUD (1 unit = 3.5 CYP); Condoms (120 distributed = 1 CYP); Depo (4 injections = 1 CYP); Vaginal Foaming Tablets (120 units = 1 CYP); Norplant (1 unit = 3.5 CYP); and Oral pills (15 units = 1 CYP)</p> <p>COMMENTS: Includes contraceptive distribution to MOH facilities, NGOs, social marketing, and AIDS programs. The 206,777 CYP reported for 1997 has been revised to 186,600 as stated in the report issued by JSI/FPLM-Senegal on February 28, 1999.</p> <p>Earlier projections of contraceptive use from CPTs set the planned CYP for 1998 at 250,000. Actual figure is below this optimistic projection. DHS III data showed that Contraceptive Prevalence Rate (CPR) in 1996 was 7.0 %. Applying CPR to the number of Women of Reproductive Age (WRA) gives the number of FP method users. Estimates for these users in 1998 are 168, 410. Based on the FP method users, the projections must be revised downward. Thus, they would be 102,494 (1994); 137,787 (1996); 157,794 (1997); and 168,410 (1998). Therefore, it is apparent that the actual figures exceed the projections.</p>	YEAR	PLANNED	ACTUAL
	1994 (B)	134,000	129,000
	1996	193,500	177,000
	1997	200,000	186,600
	1998 (T)	250,000	199,900

Table 1.2 **Functioning SDPs for FP Services in Kaolack, Fatick, and Louga regions**

Objective 1: Decreased Family Size APPROVED: 2/91 REVISED: 9/96 COUNTRY: Senegal			
RESULT NAME: IR-1.4: Increased percentage of SDPs with trained staff, adequate equipment and products to provide FP services.			
INDICATOR: Proportion of SDPs with trained staff, adequate equipment and products to provide FP services.			
UNIT OF MEASURE: Percent (SDPs) SOURCE: The Population Council (1996 and 1998) and the Health, Population, and Nutrition team of USAID/Senegal (1997). INDICATOR DESCRIPTION: % SDPs with a trained staff and adequate equipment and products for FP services, for that type of SDP. COMMENTS: * The 60.6 % reported for 1996 has been revised to 33.4 % as stated in the final report by the Population Council. The former percentage was a preliminary figure based on 84 Service Delivery Points (SDPs) out of 194 surveyed. In all likelihood, these 84 SDPs were among the best performing ones. ** To compile this figure, the Population Council Situation Analysis methodology was applied to raw data collected by Management Sciences for Health (MSH). The figure reported last year (80%) and originating from MSH reflects the average functioning level of all the targeted Service Delivery Points (SDPs). This was not consistent with the indicator relating to the proportion of SDPs achieving a specific level of functionality. The Population Council Situation Analysis methodology was used here because of its consistency with the indicator statement. In addition to this discrepancy at the macro level, MSH and the Population Council have different approaches to computing the functioning level of an SDP. The Population Council considers that an SDP is qualified to provide Family Planning (FP) services when: (a) at least one person among the staff is trained to provide FP services; (b) a minimum of 80 % of the required FP equipment is operational; and (c) all the required FP methods per SDP type are available. Whenever one of these criteria is not satisfied the SDP scores 0 % overall in the multiplicative scoring process. MSH, in turn, calculates an average of functionality by adding up the scores and dividing by three. The training criterion is identical in both approaches. MSH, however, does not require any minimum ratio for FP equipment: the number of existing operational FP equipment is divided by the number of the required FP equipment. Furthermore, the MSH criterion for FP method availability takes into account possible stock ruptures in the calculation of the numerator. This numerator subtracts from the denominator the number of weeks of stock rupture multiplied by the number of required FP methods.	YEAR	PLANNED	ACTUAL
	1994 (B)		12.7
	1996	50	33.4 *
	1997	60	51.4 **
	1998 (T)	70	59.8

Table 1-3 High-risk Groups Reporting Use of Condoms with non Regular Sex Partners in Kaolack, Dakar, Ziguinchor, and Thies regions

OBJECTIVE: Decreased Family Size APPROVED: 2/91 REVISED: 9/96 COUNTRY: Senegal			
RESULT NAME: IR-2.9: Persons in high-risk groups reporting condom use with non regular partner during last sexual act increased			
INDICATOR: Proportion of persons in high-risk groups reporting condom use with non regular partner during last sexual act			
<p>UNIT OF MEASURE: Percent (female and male secondary students, male laborers, and commercial sex workers)</p> <p>SOURCE: 1997: Final report for the AIDSCAP program in Senegal, August 1993-October 1997; 1998: Behavioral Surveillance Survey (BSS) and Health, Population, and Nutrition team of USAID/Senegal.</p> <p>INDICATOR DESCRIPTION: Percentage of persons in high-risk groups who report use of condom during the most recent act of sexual intercourse with a non-regular sex partner in the past 12 months for HIV prevention.</p> <p>COMMENTS: Other target groups that could be included in future assessments are truckers, maids, apprentices, and female laborers. They are precluded here for reasons of comparability over time or representativeness: their small proportion in the sample is statistically insignificant.</p> <p>USAID/Senegal reports on this indicator in table format for the first time to pave way for the new strategy, which will focus on behavioral change. In this respect, USAID/Senegal will assess the BSS methodology, modeled after FHI/UNAIDS, to include all elements of high-risk sexual behavior. The expansion of the indicator scope will help account for the tremendous efforts made to increase public awareness, which is the first line of defense against AIDS.</p>	YEAR	PLANNED	ACTUAL
	1994		
	1996		
	1997 (B)		70
	1998	60	88

2. STRATEGIC OBJECTIVE 2: INCREASED CROP PRODUCTIVITY THROUGH IMPROVED NRM IN ZONES OF RELIABLE RAINFALL

[Please refer to Annex 5, page 54 for footnotes]

A. Summary: SO2 included interventions for policy change, for NRM practice extension, for increased access to commodity and input markets, and capital. As agreed with AFR Bureau in early 1995, when two prior SOs were merged to form this SO, SO2 was focused on **"identification and establishment of an enabling environment"**. SO2 contributes to the underlying assumption of the MPP that Senegal continues to make sustainable economic progress by addressing key environmental constraints caused by demographic pressures and the way people use natural resources. Intended customers are Senegalese farmers.

B. Key Results: Preliminary evidence gathered by the EPIQ IRG¹ impact assessment team, currently in the field, suggests that SO2 has remained **on-track** throughout its implementation, despite very ambitious targets, modest investments, long-term nature of some NRM practices, and absence of enabling conditions for a productive and profitable agricultural sector. Constructive policy change, improved capacity of local institutions to address NRM issues, and credit success stories contributed to the overall good rating. SO2 has increased basic skills for agricultural entrepreneurs, broadened legal and policy knowledge, and spread use of AG/NRM practices in targeted geographic zones.

SO2 Impact Assessment Lessons Learned

A number of core lessons are emerging from the on-going EPIQ IRG final impact assessment of SO2 progress. Key lessons include:

- (1) The results of narrowly focused programs tend to be necessary but not sufficient to increase agricultural production and rural incomes in the absence of basic rural services (input supply, marketing, credit and extension services), which are among the enabling conditions for a productive and profitable agricultural sector.
- (2) The adoption of AG/NRM practices and investment in maintaining the NR base will primarily be accepted by rural populations when they are linked to helping sustain an income stream and can be at least partially supported by that income stream. AG/NRM practices should be introduced in the context of income generating activities where the practices will contribute to sustaining and improving the income generated.
- (3) Rural groups/organizations are reliable and viable business partners who do not consider a loan as a gift and who work hard to maintain credit worthiness. They can establish local enterprises which profitably provide basic rural services and other profitable farm-based enterprises if they have access to capital and training in functional literacy and financial management. (KAED and PVO/NGO Support Activities)
- (4) Women's groups have demonstrated the capacity to manage small enterprises, bank credit and revolving credit funds. (KAED and PVO/NGO Support Activities) Individual women have demonstrated competency as representatives of civil society and as officers of public decision making bodies (CBNRM). This economic clout and increased capacity is changing perceptions about women.
- (5) NRM activities, particularly those related to tree planting, have resulted in women gaining access to land both as common (group) and individual fields and receiving certificates of usufruct rights from CRs². Access to land has helped women generate income/capital to finance other activities, particularly with revolving credit.

The February 1998 evaluation of the AFRICARE KAED agriculture enterprise activity also identified several key lessons, insights, and recommendations to build upon during the new private sector SO1 of the FY1998-2006 CSP, including the importance of clearly distinguishing between for-profit and community development activities to increase chances of sustainability. There is evidence of increased and diversified agricultural productivity in target sites, in addition to the positive trend in our FY98 KAP contextual AG/NRM practice proxy indicator (not specific to SO2 target sites). For example, over 10,000 ha. in 22 southern valleys were reclaimed with anti-salt dams and other AG/NRM techniques in

earlier years of SO2. Yields doubled (1996-97 yields of 1.45 t/ha compared to pre-activity yields of 0.7 t/ha) even in early years of reclamation when soils were just beginning to recover from salt intrusion.³ Other notable results under the PVO/NGO Support and KAED projects include additional enterprise opportunities, establishment of credit and savings facilities, training of well over 10,000 farmers, strengthened local organizational capacity, and increased food security.⁴ Per the IRG team, these and partner efforts, coinciding with mixed macroeconomic and demographic conditions resulted in promising improvements in targeted zones.

C. Performance and Prospects: SO2 contributed to **increasing land investments** in several respects. Considerable progress was made at the national policy level, with SO2 involvement in the 1994 and 1998 Forestry Code updates, and the completion and approval of the NEAP-National Environmental Action Plan (Table 2.1) which included the National Action Plan against desertification. SO2 not only contributed to the implementing legislation of the Decentralization Law, which authorizes greater local level decision making for control/use of natural resources, but SO2 was also assisting such decision-making even prior to the law's passage.

The increased knowledge of laws and codes, and access to land for all farmers have resulted in more tree plantations⁵ and other long-term investments. Increases in **land investment by women** have been a notable success in SO2 sites. Women's groups have obtained access and improved usufruct to land. Women used the revenues from common fields to generate capital for revolving credit activities, resulting in more political and economic power.

Ecological Context for Policy Makers: Detailed evidence emerging from long-term environmental monitoring studies of the USGS EROS Data Center with CSE (Senegalese Ecological Monitoring Center) partners suggests that demographic and market pressures continue to push the rapid loss of forest cover and land clearing in forests throughout Senegal. This degradation is especially critical in the heavily forested southeastern area of Senegal from charcoal production and for the expansion of agriculture. The technical tools are now in place, and the capacity exists at CSE to collect and monitor environmental changes needed for informed decision making. While there exists some evidence of increased fallow and regeneration of ligneous species in northern Senegal, the predominant picture for Senegal is one in which lower rainfall levels compared to historical standards, and demographic pressures continue to place pressure on vegetative cover and soil fertility. Under the present trends of extensive (rather than intensive) agricultural practices, USGS and CSE outreach campaign messages predict that if current expansion rates (1% annually) continue, by 2030 all arable lands outside protected areas would be cultivated, and that by 2050 all arable land in Senegal would be cultivated, including the protected areas and most of what is presently forest. This has been an important wake-up call for decision makers, and is evidenced by requests from regional leaders for environmental monitoring interventions.

Farm level **diffusion of AG/NRM practices** mastered and used by farmers is closely linked to the intended results of increased land investment. The primary contribution of most of the AG/NRM practices is to help maintain and improve the productivity of natural resource base so farmers can sustain and increase incomes from their agricultural, livestock and forestry activities. While CBNRM will not repeat its survey in activity sites until next year, the FY98 KAP for the 400 mm rainfall zone indicates an increasing trend in the use of AG/NRM practices.⁶ While the FY98 KAP only indicates the context in which USAID programs operate, it confirms that the trend is definitely in the direction desired. SO2 site-specific activities described herein are shown by some SO2 site-specific data compared to FY92 KAP data in Table 2.2. Time series, general trend KAP data are shown in Table 2.3. Statistical evidence from the FY98 KAP concerning individual AG/NRM practices demonstrates significant increases in the use of practices by farmers over the FY92-98 CPSP period. The ambitious targets were met for 2 of 7 practices, with a success rate higher for women (4 of 7 targets met).⁷ The critical outcome is not the SO2 site specific data nor the general KAP data, but that **SO2 has contributed to the enabling**

environment for AG/NRM technology use, a stronger civil society and greater economic choices, which will be continued under the new CSP PS SO1 and D/G SO2.

SO2 **increased access to commodity and input markets** with group credit and village savings and loan programs used to launch agricultural and veterinarian input supply services, cereal marketing banks and cereal transformation services. While recognized as a necessary condition for attaining SO2, these entrepreneurial opportunities, which were formerly heavily subsidized by the GOS, have yet to be fully exploited by the private sector. The new CSP private sector SO1 can capitalize on these input and market development opportunities.

SO2 activities provided village-level groups **increased access to capital** through commercial credit and shared income from group enterprises (i.e. common fields, cereal banks, wood lots). With access to capital and some basic training (literacy, financial management, etc.), local groups have established a range of successful enterprises (grain mills, gardening, cattle fattening, ag. services, etc.). The AFRICARE/KAED agricultural enterprise activity has helped establish commercial banking relationships that have been sustained even after the formal termination of the KAED grant. Some third and fourth generation commercial loans to village groups are continuing, months after the formal closure of the KAED activity, with zero guarantee fund backing and a current overall 96% repayment rate (Table 2.4).

This is a remarkable paradigm shift which serves as "proof of concept" for Senegalese farmers becoming viable and reliable business partners. Revolving funds for lending to individual members at high interest rates are very successful and have served to provide economic and political freedoms and options, especially to womens' groups, formerly marginalized.

CBNRM, which focuses on capacity building and training for better, local level, public planning and decision making through AG/NRM topics, is continuing under the new CSP SO1 and SO2. Through the CR-level NRM Committees established and trained under the project, it is demonstrating that local level institutions can be accountable, transparent and use democratic procedures.⁸ Rural populations are increasingly demanding these characteristics of their Rural Council leadership, and trained NRM Committee members are already being elected to CR Rural Council positions. Zonal level NRM sub-committees and federations of groups are helping to devolve some practical public decisions closer to the grassroots level.

D. Possible Adjustment to Plans: Future planning is now in the hands of the new CSP SOs on private sector income-generation and democracy/governance interventions. Lessons learned in SO2 will be integrated into AG/NRM related activities of the new SO1 and SO2.

E. Host Country and Other Donors: The GOS has demonstrated commitment to policy reform through passage of numerous laws and decrees that promote devolution of central authority and greater management control of natural resources to farmers. The GOS is currently considering a new land tenure plan, which would have far reaching implications for both the National Domain and Decentralization Law. Implementation of these laws and decrees is the next challenge. Our donor partners are engaged in all aspects of SO2, both within and outside the SO2, 400 mm zone of intervention. The IBRD now leads the agricultural sector with a recent commitment to intervene in restructuring the MOA, privatizing the extension services, further investment in research, and a program for rural planning and infrastructure improvement. Other donors, such as UNDP, FAO, Canada, Holland, Germany and France provide assistance to the AG/NR sectors, including renewable energy, NRM, environmental education, forestry, irrigated crop production, etc.

F. Major Contractors and Grantees: USAID/Senegal has implemented these activities through two university consortia (SECID and CID); Dept. of Interior, USGS EROS Data Center; USPVOs AFRICARE, WINROCK and RODALE; New Transcentury Foundation; Louis Berger; local firms, PVOs and farmers' organizations.

G. Performance Data Tables

Table 2.1 IR-Level Indicator (NEAP)

OBJECTIVE: Increased Crop Productivity through Improved NRM in Zones of Reliable Rainfall APPROVED: 2/91 REVISED: 3/95 COUNTRY: Senegal			
RESULT: IR A 4.0: Legal and Institutional Framework related to NRM Improved, Accepted and Approved			
INDICATOR: Completion of the National Environmental Action Plan (NEAP)			
UNIT OF MEASURE: yes or no. NEAP Completed and Approved by the GOS. yes/no = completed, but not approved by the GOS. yes/yes = completed and approved by GOS. SOURCE: <i>CONSERE</i> Reports, Ministry of the Environment and the Protection of Nature (MEPN), Government of Senegal INDICATOR DESCRIPTION: This can be described as a two step process. The completion of the NEAP preparation process and resulting document is one step. The NEAP adoption by the GOS is a second step of results tracking. B= Baseline; T=Target; NS = not set. Indicator was established in FY95. COMMENTS: (1) Regional Environmental Action Plans (REAPs) were done with broad participation in each of the ten regions. These REAPs were then used as a basis to complete the national-level NEAP. Thus, the NEAP was also developed with broad, nation-wide participation. (2) The NEAP has been validated by partners and has now been approved by the GOS. (3) While not part of the indicator, per se, implementation is a critical factor for success. Some implementation is underway. The National Action Plan (NAP) for the Convention to Combat Desertification (CCD), was adopted by the GOS and stakeholders and is included as part of the NEAP. Completion of the NAP is required to access the CCD funding mechanisms. (4) The CCD Second Conference of Parties was organized under <i>CSE</i> leadership and successfully held in Dakar 12/11/98, with worldwide participation. It was a great opportunity for Senegal and <i>CSE</i> to get international exposure and recognition. (5) The <i>CONSERE</i> Unit was created to develop and recommend policy level changes, including development and implementation of the NEAP, international conventions, etc. for the MEPN. It was largely funded by USAID for the first few years. Now that USAID funding has ended, <i>CONSERE</i> has been merged with the environmental monitoring unit of the <i>MEPN</i> (<i>CSE</i>). This is seen as a positive union and an indication that <i>CONSERE</i> is seen as an important contributing unit to the MEPN, along with <i>CSE</i> .	YEAR	PLANNED	ACTUAL
	FY95 B	none	
	FY96	none	
	FY97T	Yes/Yes	Yes/No
	FY98		Yes/Yes

Table 2.2. KIR-Level Indicator: Individual SO2 Activity Sites Use of NRM Techniques
(Compares FY92 KAP Data to Individual FY97 SO2 Activity Site Data)

OBJECTIVE: Increased crop productivity through improved NRM in Zones of Reliable Rainfall APPROVED: 2/91 REVISED: 3/95 COUNTRY: Senegal					
RESULT NAME: KIR B: Improved NRM Techniques Mastered and Used by Farmers (SO2 Activity Sites)					
INDICATOR: Percentage of Households in SO2 Activity Sites Using Specific NRM Techniques in FY97					
PRACTICE	BASELINE (FY92 KAP)	CBNRM (FY97)	PVO/NGO (FY97)	KAED (FY97)	SZWM (FY97)
LIVE FENCE	2.7	17.1	9.6	19	1.9
COMPOST	12.1	18.2	10	31	28.6
IMPROVED SEED	14.0	-	17.0	-	-
WINDBREAKS	4.5	11.4	-	15	14.6
FALLOW	15.3	11.4	29.2	-	65.8
MANURE	51.7	-	80.0	-	88.2
FIELD TREES	2.4	-	19.4	30	64.8
UNIT OF MEASURE: Percentage of households surveyed (SO2 Activity Sites)					
SOURCE: FY92 KAP Report, SENAGROSOL; CBNRM: <i>Comparative Analysis of CBNRM Strategic Indicators, 9/97 and data tables from mini-KAP survey</i> ; PVO/NGO: <i>Contribution PVO/NGO Support Project à la Réalisation de l'OS2, 2/98</i> ; KAED: <i>Connaissances et Pratiques des Techniques de GRN dans la Zone d'Intervention du KAED, 12/97</i> ; SZWM: <i>Suivi-Evaluation Phase III, Rapport d'Analyse, 1996/97</i> .					
INDICATOR DESCRIPTION: This table provides a breakdown and further explanation of the SO2 site-specific data available from FY97 and compares it to FY92 general KAP baseline data					
COMMENTS: CBNRM has focused thus far on AG/NRM practices in the household fields (live fence, compost, windbreaks). The PVO/NGO Support activity intervenes in less than 100 sites with NRM activities nation-wide and the data therefore also includes sites outside of the SO2 zone of reliable rainfall. The KAED activity focused mainly on tree-related NRM practices (live fence, windbreaks and field trees) and compost, as compared to agricultural practices & inputs (improved seeds, fallow and manure). The SZWM activity is the oldest SO2 activity implemented in the rice growing south with emphasis on water management techniques for salt and acid intrusion, which are not captured with this select list of NRM practices. The use of live fence in SZWM is insignificant due to the fact that flooded rice fields are not compatible with and do not require this type of practice to protect them. Improved seed was not a focus of the activity as farmers' local rice varieties are adapted to saline soils.					

Table 2.3. KIR-Level Indicator (NRM Practice Use)

OBJECTIVE: Increased crop productivity through improved NRM in zones of reliable rainfall APPROVED: 2/91 REVISED: 3/95 COUNTRY: Senegal							
RESULT NAME: KIR B: Improved NRM Techniques Mastered and Used by Farmers							
INDICATOR: Percentage of households (HH) using specific NRM techniques							
Name of Technologies Used	Baseline (FY92)	FY94	Target (FY98)		Actual (FY98)		Percentage HH Increase from FY92 Baseline to FY98 Survey
	House-holds	House-holds	House-holds	Women	House-holds	Women	
Live fence	2.7	7	30	5	18.3	10.5	15.6
Compost	12.1	8	12	5	16.4	8.5	4.3
Improved seed	14.0	49	50	25	48.2	27.5	34.2
Wind breaks	4.5	9	20	10	11.2	6.5	6.7
Fallow	15.3	43	55	35	50.5	27.5	35.2
Manure	51.7	71	65	35	79.4	60.6	27.7
Field trees	2.4	14	60	40	42.6	22.6	40.2
UNIT OF MEASURE: Rural households.							
SOURCE: FY92 KAP Report, FY94 KAP Report; preliminary FY98 KAP Report, SENAGROSOL							
INDICATOR DESCRIPTION: (1) The indicator is a statistical estimate of the proportion of adopters of each practice in a random sample of households (HHs) in 4-5 regions of Senegal as a contextual proxy indicator of the general trends of NRM practices in the area in general. Information about "household" practices is collected from the head of the household, while the female household head provides information about the activities of the women in the household. (2) A "practice/technology" is an action or intervention that directly modifies, and/or has a physical impact on the natural resource base. "Use" of a technology or practice is defined as something the farmer is using/doing on an on-going basis. The underlying assumption is that once a farmer adopts a technology, he/she will continuously use it as long as there is evidence of anticipated benefits. The periodicity for verifying "use" of a technology varies depending on the technology. For instance, for compost the assessment of the continuous use would be done on an annual basis (or every two years when KAP surveys are conducted), while for windbreaks, the assessment might be done only every five years. (3) FY94 and FY98 survey methodology included more probing of respondents concerning what practices they employed, thus partially explaining the stark increases in measured adoption between FY92 and FY94 for some variables. (4) Estimates for FY92 and FY94 were calculated on basis of sample including five Regions of Tambacounda, Fatick, Kaolack, Kolda and Ziguinchor. The FY98 KAP frame excluded Ziguinchor for security reasons. In order to avoid changing accepted baseline values, a comparison was made of FY92 and FY94 estimates without Ziguinchor. Variation between 'with and without' Ziguinchor calculations were minor, and in no cases exceeded 1%, and it was thus decided to stay with the original FY92 baseline numbers. (5) The FY92, 94 and 96 sampling frame was taken from the 1988 population census. The FY98 KAP survey used as the sampling frame source the current on-going national ag. census.							
COMMENTS: (1) FY98 adoption levels exceed those of FY92 in all seven of the practices, and exceed the FY94 levels for six of the seven practices. Although preliminary FY98 HH "Actuals" exceed FY98 HH "Targets" for only two of the seven practices, these numbers may reveal more about the ambitiousness of the FY98 goals than about the effectiveness of the activities. Note that women exceeded 4 of 7 FY98 targets based on the preliminary FY98 data. (2) Of the indicators listed, a relatively higher level of confidence should be attributed to "live fence", "wind breaks" and "field trees" than to the other indicators, primarily because of their closer casual association to the programmatic activities of USAID and its partners. Changes in "fallow" have been driven in recent years as much by macroeconomic and demographic changes as by the work of USAID in the sector, as to a lesser extent have been changes in "manure" use. (3) Formal statistical tests demonstrate that FY98 values exceed FY94 values by more than 5% for live fence, compost, fallow, manure and field trees.							

Table 2.4. KIR-Level Indicator (Access to Credit)

OBJECTIVE: Increased crop productivity through improved NRM in zones of reliable rainfall APPROVED: 2/91 REVISED: 3/95 COUNTRY: Senegal			
RESULT NAME: KIR D: Access to Capital Increased			
INDICATOR: Number of loans processed in KAED participating villages			
UNIT OF MEASURE: number of loans SOURCE: KAED Semi-Annual Program Performance Reports 10/96-3/97 and 4/97-9/97; and Final Report dated 12/98. INDICATOR DESCRIPTION: Planned FY1998 target is cumulative for all years. Actual numbers are cumulative. Indicator was established in FY96. NS = not set. NA = not available. B = baseline. T = target. COMMENTS: This FY98 target was set based on the number of villages (56) involved in the KAED Activity. (*) FY98 data show that the actual cumulative number of loans as of the end of FY98 was 79. However, 15 additional loans were given after 9/30/98, which demonstrate sustainability of the loan mechanism. Repayment was 93% at the end of FY98 and climbed to 96.7% by 1/99 (Sources: AFRICARE Final Report of 12/98 and monthly update reports 12/98 and 1/99)	YEAR	PLANNED	ACTUAL
	FY92	NS	NA
	FY93	NS	NA
	FY94B	NS	0
	FY95	NS	14
	FY96	NS	29
	FY97	NS	23
	FY98T	56	79(*)

III. RESOURCE REQUESTS

III. RESOURCE REQUESTS

A. Rationale

Following this narrative are **Resources Request** tables as requested for FYs 1999, 2000 and 2001.

USAID/Senegal's planning levels for FY 1999, FY 2000 and FY 2001 are \$23.2, \$21.0 and \$26.5 million, respectively. The levels shown for FY 2000 and FY 2001 in this R4 submission do not correspond to its CSP approved average yearly OYB level of \$23.4 million. The Mission requests compensation for the reduced level in FY 2000 (CP level) as explained in our cover memo to this submission. The yearly budget level for FY 2001 would therefore be increased by \$3.1 million above the approved yearly average level of \$23.4 which the AFR Bureau approved in February 1998. This proposed increase is proportional to USAID/Senegal's downward trends of its **pipelines** which are estimated as follows: \$25.1, \$20.9, and \$15.0 million at the end of FY 1999, FY 2000 and FY 2001, respectively.

The program budgets proposed for FYs 1999 and 2000 reflect the actual requirement to sustain all three new strategic objectives. These proposed budgets are based on the need to consolidate and sustain the performance reported in the FY 1998 R4.

In FY 1998, Senegal received \$17.3 million in DFA resources. Having been provided with reduced planned levels for FYs 1999-2000 (\$23.2 million vs. \$24.5 for FY 1999 and \$21.0 million vs. \$24.5 million for FY 2000), the Mission re-analyzed the implications of this downward OYB trend to our implementation plans. Despite initial fears that the planned shifts in funding levels would constrain the program, by adjusting the planned investment options to accommodate additional funding in the later years and less in the initial years, the Mission has been able to assure itself that these reduced levels were still viable for a minimum number of years. However, starting FY 2001 at which point we expect to have prime contractors fully engaged for all three strategic objectives for the new strategy, the importance of the timely provision of adequate levels of an annual average OYB of \$24.5 million will be critical.

Given our commitment to manage for results, we will continue to make every effort to ensure that USAID resources are directed to the highest priority activities where we can achieve our objectives. USAID/ Senegal's proposed program through FY 2006 remains squarely focused on promoting broad-based economic and democratic development, and in particular, enabling the private sector to develop and thrive. Specifically, this means maintaining the EG and DG funding levels planned through FY 2006, despite the fact that these are sectors facing funding constraints Agency-wide.

Mission requests a decrease of ENV target to increase DG target for FY 2001 under SO2. ENV would be essentially a consolidation of successes to date. Overall, Mission will work under the understanding that EG is a highly selective and high competed resources. Therefore, we request to be judged on the basis of impact potential as it will emerge from SO1 performance target in the area of EG. Mission also seeks a more integrated portfolio that will create synergies between SO2 (DG/ENV) and SO3 (CSD/POP) to maximize democracy, environment and population impacts.

As shown in the supporting tables, early progress toward achievement of SO3 (PHN), is heavily

dependent upon the **Field Support** funded technical assistance of cooperative agreements and contracts of USAID/W's Global Bureau, particularly in the early years of implementation of this objective. Field Support target levels for FYs 1999, 2000 and 2001 are \$9.8, 3.1 and 2.1 million, respectively. It is expected that the bilateral institutional contractor will be on-board and operational during FY 2000 and that Field Support funds will be less targeted in FYs 2000 and 2001. However, contraceptives will continue to be purchased with field support funds through the central contraceptive procurement program. The roughly \$2 million which USAID provides through this mechanism each year (FY 1999-2006) furnishes virtually the entire annual contraceptive needs of Senegal. Without these funds, there would be no program for contraceptive services under SO3. Other donors have expressed willingness to provide limited quantities of contraceptives, but they lack the procurement and logistics capacity of USAID to meet any serious demand.

Attached are tables concerning the resources request section. Lotus files: R2SENDAT.WK4

FY 1999 Budget Request by Program/Country

06-Apr-99

01:39 PM

Program/Country: Senegal
 Approp Acct:
 Scenario

DA/CSD

O. # , Title		FY 1999 Request													Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 99
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Sustainable I Increases in Private Se Income Generating Activities In selected Sectors, 685-SO01																
	Bilateral	6,720			5,400								1,320		2,553	10,426
	Field Spt	0														
		6,720	0	0	5,400	0	0	0	0	0	0	0	1,320	0	2,553	10,426
SO 2: More Effective, Democratic, and Accountable Local Management of Services and Resources in Target Areas, 685-SO02																
	Bilateral	4,620		1,000									1,620	2,000	3,401	7,709
	Field Spt	0														
		4,620	0	1,000	0	0	0	0	0	0	0	0	1,620	2,000	3,401	7,709
SO 3: Increased and Sustainable Use of Reproductive Health Services, 685-SO03																
	Bilateral	2,074						1,003	222		1,049				650	2,589
	Field Spt	9,810						4,900	2,985		1,725				7,000	4,445
		11,884	0	0	0	0	0	5,903	3,207	0	2,774	0	0	0	7,650	7,034
SO 4:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		13,414	0	1,000	5,400	0	0	1,003	222	0	1,049	0	2,940	2,000	6,604	20,724
Total Field Support		9,810	0	0	0	0	0	4,900	2,985	0	1,725	0	0	0	7,000	4,445
TOTAL PROGRAM		23,224	0	1,000	5,400	0	0	5,903	3,207	0	2,774	0	2,940	2,000	13,604	25,169

FY 99 Request Agency Goal Totals	
Econ Growth	6,400
Democracy	2,000
HCD	0
PHN	11,884
Environment	2,940
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	17,243
Dev. Assist ICASS	
Dev. Assist Total:	17,243
CSD Program	5,981
CSD ICASS	
CSD Total:	5,981

Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2000 Budget Request by Program/Country

Program/Country:
(Enter either DA/CSD; ESF; NIS; or SEED)

06-Apr-99
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Approp Acct:
Scenario

O. #, Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Sustainable I Increases in Private Se Income Generating Activities In selected Sectors, 685-SO01																Year of Final Oblig: 06
	Bilateral	8,750			7,750								1,000		10,351	8,825
	Field Spt	250			250										150	100
		9,000	0	0	8,000	0	0	0	0	0	0	0	1,000	0	10,501	8,925
SO 2: More Effective, Democratic, and Accountable Local Management of Services and Resources in Target Areas, 685-SO02																Year of Final Oblig: 06
	Bilateral	4,850											2,600	2,250	7,248	5,311
	Field Spt	500											500		300	200
		5,350	0	0	0	0	0	0	0	0	0	0	3,100	2,250	7,548	5,511
SO 3: Increased and Sustainable Use of Reproductive Health Services, 685-SO03																Year of Final Oblig: 06
	Bilateral	3,574						424	2,175		975				3,700	2,463
	Field Spt	3,126						2,276	125		725				3,500	4,071
		6,700	0	0	0	0	0	2,700	2,300	0	1,700	0	0	0	7,200	6,534
SO 4:																Year of Final Oblig:
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:																Year of Final Oblig:
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																Year of Final Oblig:
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																Year of Final Oblig:
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																Year of Final Oblig:
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		17,174	0	0	7,750	0	0	424	2,175	0	975	0	3,600	2,250	21,299	16,599
Total Field Support		3,876	0	0	250	0	0	2,276	125	0	725	0	500	0	3,950	4,371
TOTAL PROGRAM		21,050	0	0	8,000	0	0	2,700	2,300	0	1,700	0	4,100	2,250	25,249	20,970

FY 00 Request Agency Goal Totals	
Econ Growth	8,000
Democracy	2,250
HCD	0
PHN	6,700
Environment	4,100
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	17,050
Dev. Assist ICASS	
Dev. Assist Total:	17,050
CSD Program	4,000
CSD ICASS	
CSD Total:	4,000

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

Program/Country:
(Enter either DA/CSD; ESF; NIS; or SEED)

06-Apr-99
01:39 PM

Approp Acct:
Scenario

O. #, Title		FY 2001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Sustainable I Increases in Private Se Income Generating Activities In selected Sectors, 685-SO01															Year of Final Oblig: 200€		
	Bilateral	8,906			7,906								1,000		12,939	4,114	34,330
	Field Spt	250			250										350	0	4,900
		9,156	0	0	8,156	0	0	0	0	0	0	0	1,000	0	13,289	4,114	39,230
SO 2: More Effective, Democratic, and Accountable Local Management of Services and Resources in Target Areas, 685-SO02															Year of Final Oblig: 200€		
	Bilateral	6,500											4,500	2,000	7,728	4,083	17,540
	Field Spt	500											500		500	200	7,000
		7,000	0	0	0	0	0	0	0	0	0	0	5,000	2,000	8,228	4,283	24,540
SO 3: Increased and Sustainable Use of Reproductive Health Services, 685-SO03															Year of Final Oblig: 200€		
	Bilateral	7,789						2,189	2,750		2,850				6,500	3,752	29,591
	Field Spt	2,611						2,011	50		550				3,800	2,882	7,525
		10,400	0	0	0	0	0	4,200	2,800	0	3,400	0	0	0	10,300	6,634	37,116
SO 4:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		23,195	0	0	7,906	0	0	2,189	2,750	0	2,850	0	5,500	2,000	27,167	11,949	81,461
Total Field Support		3,361	0	0	250	0	0	2,011	50	0	550	0	500	0	4,650	3,082	19,425
TOTAL PROGRAM		26,556	0	0	8,156	0	0	4,200	2,800	0	3,400	0	6,000	2,000	31,817	15,031	100,886

FY 01 Request Agency Goal Totals	
Econ Growth	8,156
Democracy	2,000
HCD	0
PHN	10,400
Environment	6,000
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	20,356
Dev. Assist ICASS	
Dev. Assist Total:	20,356
CSD Program	6,200
CSD ICASS	
CSD Total:	6,200

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

Accessing Global Bureau Services Through Field Support and Buy-Ins

MISSION/OPERATING UNIT: USAID/SENEGAL

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO1: Sustainable Increase of Private Income Generataing Activities	936-XXXX RAISE	Medium-high			250		250
SO2: More Effective, Democratic & Accountable Local Mgmt of Services and Resources in Targeted Areas	936-5743 EPIQ	Medium-High			500		250
SO3: Increased and Sustainable Use of Reproductive Health Services (CS, MH, FP, and STI/AIDS)	963-3051 SOMARC (CSM)	Medium-High			700		400
	936-3083-04 MEASURE-BUCEN	High			150		150
	936-3083.02 MEASURE-EVALUATION	High			250		0
	963-3038 FPLM	Medium-High			100		0
	963-3057 CONTRACEPTIVE PROC	High			1,926		2,061
GRAND TOTAL.....				0	3,876	0	3,111

* For Priorities use high, medium-high, medium, medium-low, low

FSSENDAT.WK4

B. Workforce and OE

1. Narrative

Following this narrative are Workforce and OE tables as requested for FYs 1999, 2000 and 2001.

USAID/Senegal's budget request for FY 2001 has been prepared to ensure that all mechanisms and staff are in place and functioning to maintain an effective implementation of the demand driven strategy and its three strategic objectives components. The request also allocated the necessary funds to ensure adequate legal and contracting support responsibilities for selected countries as well as certain accounting, financial and general management support for those countries in response to the "twinning" concept developed by the Africa Bureau in the West Africa Support Program.

USAID/Senegal has reviewed its workforce levels for 1999 and 2000, and considers current approved staffing to be at an appropriate level to meet requirements of the new strategy (see Workforce Table Annex). Nonetheless, in light of general budget constraints, the Mission has begun, and will continue, an ongoing review of personnel levels, reflecting a better understanding of personnel requirements, as we move further into the new strategy implementation phase. Currently, of four vacant USDH positions, one (the Democracy/Government Decentralization position) remains a high priority to fill, with one officer due to arrive in April. Two positions (second Program/Project Development Officer position for AME, and the Agriculture/Natural Resources Officer position soon to be vacant) are undergoing review to determine if they represent the skills most needed by the Mission to implement the new strategy. It is likely that at least one and perhaps both positions will be re-sparred to increase the Mission's technical and operational strength. Though not emphasized in this report, the same review process is being instituted in regard to FSN personnel levels in Dakar. The fourth position, third RCO, is being deleted from the staffing pattern, bringing Mission authorized strength to 15 USDH.

The budget level targeted for FY 2000 and 2001 was straight-lined as suggested in the instructions with the proviso that the Mission factored in an inflationary cost to take into account the residual impact of the FSN salary increase that went in to effect during the FY 1999. However, while doing so, the Mission wishes to raise the management difficulties this may still create. The \$4,275,000 FY 2000 and FY 2001 levels, inclusive of ICASS requirements, are considered as minimum working level, taking into account the level of effort to ensure satisfactory implementation and oversight of the new strategy. The Mission will keep USAID/W support visits to a minimum. Regional travel will need to be streamlined and kept also on the same level it was in FY 1999. As we assume coverage of twin country responsibilities, we will need to examine closely the number of trips we should make and can afford to make. The purchase of NXP for office and residences and the replacement of overused vehicles will not be met. Computer equipment needed to further support Y2K operations will not be purchased. Needed training to keep abreast of innovative approaches to managing the strategy will also be kept to a minimum and in line with the shortfall in FY 99. FSN salaries were straightlined except for required step increases, notwithstanding a reasonable expectation that use of the UNDP salary-review package will mandate further increases. The measures listed above and associated and related costs equate to a saving of approximately \$489,000. The ICASS requirements were increased for all FYs to take into account increasing costs. If ICASS costs increase in successive FYs (as has been the case to date) there will be a negative impact on Mission OE operations unless additional funds are allocated to us.

If FY 2001 funding is also straight-lined at the FY 2000 level of \$4,275,000, the Mission would be

forced to apply the restrictions used to keep the straightlined level and to take additional measures: training support for the employees to meet the demands of maintaining successful implementation of the strategy would be reduced; strategy support visits would not be increased and would be maintained at the minimum level established in the prior FYs; outside support services in program assistance and potential guidance would be limited; regional travel would need to be maintained at a less than ideal working level. The Mission would not be able to respond fully to the needs of its customers and partners and would not be able to assure the needed interaction to successfully address strategy requirements. The measures listed above equate to approximately \$419,000, which would bring the request level of FY 2001 to \$4,694,000.

Other OE-related Concerns:

ICASS: Thus far, USAID/Senegal has seen none of the cost reductions expected of inclusion in ICASS. More to the point, we are anticipating a relatively significant cost increase, reflecting FSN salary increases proposed for March of this year. Therefore, while we intend to redouble efforts aimed at reducing ICASS costs generally, we have to recognize that a combination of our own FSN payroll costs and costs attributable to ICASS in general will amount to 55 to 60% of the USAID/Senegal OE budget for the year 2000. Assuming straight-lining of our current budget level (including inflation increases), it is believed that we can maintain the present operation, through continuation of cost-control measures instituted this year, and such others currently being reviewed by the Mission. That being said, it must be recognized that any reduction in our OE budget, and/or straight-lining without inflation increases, will require serious decisions regarding what would need to be eliminated.

Changing USAID (USDH) Profile: Who comes and who goes is not something the Mission controls, other than in the best choice for a particular position. However, recent personnel exchanges, as well as some currently being projected, indicate that the Mission will be required to expend a great deal more money than it previously has to cover travel, transport, R&R, and education at and away from post. Previously, the Mission was fairly evenly split between single employees, couples and standard families, keeping such costs at a relative minimum for a post this size. Now though, single employees and couples are almost universally being replaced by employees with three or more dependents, many of whom are school-age. Though we currently project most dependent children to remain at post (go to school here), it is clear that increased support costs for each new arrival will be the rule rather than the exception. Whether in terms of stand-alone housing instead of apartments - the former more costly to rent and maintain generally, increased education-related costs etc., these costs are going up.

Projected Office Move: As a result of a recent order received from USAID/W, USAID/Senegal is currently searching for a more secure office location. It is now expected that, based on security requirements, USAID/Senegal will have no choice but to construct a new home on the outskirts of Dakar, no adequate location/building being available within inner city limits. USAID/W has earmarked \$3.5 million for this purpose, to be used in 1999 and 2000 (excluding related security costs). While still in the early stages of this effort, and still in process of determining what savings might accrue to co-location on land made available for use by both USAID and the Embassy, it does appear clear that any relocation will lead to additional costs not necessarily reflected in the dollar amount to be provided by USAID/W. Simply put, just the work being expended in this process, as well as moving costs, overtime etc. will be an added drag to an already incredibly tight OE budget. Further details will be the subject of many additional reports as we move forward, so we'll leave this subject. Nevertheless, it is posited here as a factor which should be reckoned with in any review of the USAID/Senegal OE budgets for 1999 and

2000.

Org. Title: USAID/SENEGAL		Overseas Mission Budgets														
Org. No:	685	FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	164		164	170		170	170		170	177		177	177		177
	Subtotal OC 11.1	164	0	164	170	0	170	170	0	170	177	0	177	177	0	177
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0			0			0			0			0		
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0			#VALUE!			0			0			0		
11.5	FNDH	0			#VALUE!			0			0			0		
	Subtotal OC 11.5	0	0	0	#VALUE!	0	#VALUE!	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	54		54	100		100	100		100	102		102	102		102
11.8	FN PSC Salaries	1,230		1,230	1,382		1,382	1,382		1,382	1,436		1,436	1,436		1,436
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0			0			0			0			0		
	Subtotal OC 11.8	1,285	0	1,285	1,481	0	1,481	1,481	0	1,481	1,539	0	1,539	1,539	0	1,539
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	254		254	299		299	350		350	286		286	338		338
12.1	Cost of Living Allowances	35		35	31		31	33		33	31		31	33		33
12.1	Home Service Transfer Allowances	0			0			0			0			0		
12.1	Quarters Allowances	0			0			0			0			0		
12.1	Other Misc. USDH Benefits	5		5	2		2	3		3	0		0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0			0			0			0			0		
12.1	Other FNDH Benefits	9		9	9		9	9		9	9		9	9		9
12.1	US PSC Benefits	0			0			0			0			0		
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	0			0			0			0			0		
12.1	Other FN PSC Benefits	86		86	94		94	94		94	97		97	97		97
12.1	IPA/Detail-In/PASA/RSSA Benefits	0			0			0			0			0		
	Subtotal OC 12.1	389	0	389	436	0	436	489	0	489	424	0	424	477	0	477
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0			0			0			0			0		
13.0	Other Benefits for Former Personnel - FNDH	0			0			0			0			0		
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0			0			0			0			0		
13.0	Other Benefits for Former Personnel - FN PSCs	0			0			0			0			0		
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

21.0	Training Travel	25	25	25	25	60	60	25	25	60	60					
21.0	Mandatory/Statutory Travel	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
21.0	Post Assignment Travel - to field	22	22	17	17	22	22	0	0		0					
21.0	Assignment to Washington Travel	6	6	8	8	8	8	5	5	5	5					
21.0	Home Leave Travel	31	31	22	22	22	22	32	32	32	32					
21.0	R & R Travel	36	36	38	38	38	38	42	42	47	47					
21.0	Education Travel	18	18	15	15	15	15	12	12	12	12					
21.0	Evacuation Travel	3	3	3	3	5	5	5	5	5	5					
21.0	Retirement Travel	3	3	0	0		0		0		0					
21.0	Pre-Employment Invitational Travel		0	0	0		0		0		0					
21.0	Other Mandatory/Statutory Travel	3	3	3	3	5	5	5	5	5	5					
21.0	Operational Travel	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
21.0	Site Visits - Headquarters Personnel	12	12	12	12	25	25	12	12	25	25					
21.0	Site Visits - Mission Personnel	96	96	95	95	114	114	95	95	114	114					
21.0	Conferences/Seminars/Meetings/Retreats	18	18	15	15	25	25	15	15	25	25					
21.0	Assessment Travel		0		0		0		0		0					
21.0	Impact Evaluation Travel		0		0		0		0		0					
21.0	Disaster Travel (to respond to specific disasters)		0		0		0		0		0					
21.0	Recruitment Travel		0		0		0		0		0					
21.0	Other Operational Travel	17	17	15	15	25	25	15	15	25	25					
	Subtotal OC 21.0	287	0	287	266	0	266	363	0	363	262	0	262	355	0	355
22.0	Transportation of things	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
22.0	Post assignment freight	126	126	105	105	126	126	21	21	21	21					
22.0	Home Leave Freight	11	11	9	9	9	9	19	19	19	19					
22.0	Retirement Freight	21	21	0	0		0		0		0					
22.0	Transportation/Freight for Office Furniture/Equip.	6	6	3	3	30	30	3	3	23	#VALUE!					
22.0	Transportation/Freight for Res. Furniture/Equip.	4	4	0	0	21	21	0	0	16	16					
	Subtotal OC 22.0	168	0	168	117	0	117	186	0	186	43	0	43	79	0	#VALUE!
23.2	Rental payments to others	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
23.2	Rental Payments to Others - Office Space	328	328	337	337	337	337	337	337	337	337					
23.2	Rental Payments to Others - Warehouse Space		0		0		0		#VALUE!		0					
23.2	Rental Payments to Others - Residences	190	190	199	199	216	216	202	202	218	218					
	Subtotal OC 23.2	518	0	518	536	0	536	552	0	552	539	0	#VALUE!	555	0	555
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
23.3	Office Utilities	73	73	75	75	75	75	78	78	78	78					
23.3	Residential Utilities	74	74	75	75	76	76	77	77	78	78					
23.3	Telephone Costs	54	54	54	54	54	54	54	54	54	54					
23.3	ADP Software Leases		0		0		0		0		0					
23.3	ADP Hardware Lease		0		0		0		0		0					
23.3	Commercial Time Sharing		0		0		0		0		0					
23.3	Postal Fees (Other than APO Mail)		0		0		0		0		0					
23.3	Other Mail Service Costs	2	2	2	2	2	2	2	2	2	2					
23.3	Courier Services	5	5	5	5	5	5	5	5	5	5					
	Subtotal OC 23.3	208	0	208	211	0	211	212	0	212	216	0	216	216	0	216
24.0	Printing and Reproduction		0		0		0		0		0					
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations		0		0		0	15		15	0		0	15		#VALUE!
25.1	Management & Professional Support Services		0		0		0			0			0			0
25.1	Engineering & Technical Services		0		0		0			0			0			0
Subtotal OC 25.1		0	0	0	0	0	0	15	0	15	0	0	0	15	0	#VALUE!
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	43		43	45		45	45		45	47		47	47		47
25.2	Residential Security Guard Services	81		81	85		85	94		94	85		85	97		97
25.2	Official Residential Expenses	4		4	4		4	4		4	4		4	4		4
25.2	Representation Allowances	3		3	3		3	3		3	3		3	3		3
25.2	Non-Federal Audits			0	0		0			0			0			0
25.2	Grievances/Investigations			0	0		0			0			0			0
25.2	Insurance and Vehicle Registration Fees	2		2	2		2	2		2	2		2	2		2
25.2	Vehicle Rental			0	0		0			0			0			0
25.2	Manpower Contracts			0	0		0			0			0			0
25.2	Records Declassification & Other Records Services			0	0		0			0			0			0
25.2	Recruiting activities			0	0		0			0			0			0
25.2	Penalty Interest Payments			0	0		0			0			0			0
25.2	Other Miscellaneous Services	25		25	20		20	35		35	20		20	35		35
25.2	Staff training contracts	5		5	5		5	10		10	5		5	10		10
25.2	ADP related contracts			0	0		0			0			0			0
Subtotal OC 25.2		162	0	162	163	0	163	192	0	192	165	0	165	197	0	197
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	764		764	779		779	779		779	794		794	794		794
25.3	All Other Services from Other Gov't. accounts			#VALUE!			0			0			0			0
Subtotal OC 25.3		764	0	#VALUE!	779	0	779	779	0	779	794	0	794	794	0	794
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	20		20	5		5	25		25	5		5	25		25
25.4	Residential Building Maintenance	22		22	10		10	25		25	10		10	25		25
Subtotal OC 25.4		42	0	42	15	0	15	50	0	50	15	0	15	50	0	50
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0			0			0
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	11		11	10		10	15		15	10		10	15		15
25.7	Vehicle Repair and Maintenance	5		5	5		5	5		5	5		5	5		5
25.7	Residential Furniture/Equip. Repair and Maintenance	1		1	1		1	1		1	1		1	1		1
Subtotal OC 25.7		17	0	17	16	0	16	21	0	21	16	0	16	21	0	21
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0			0			0
Subtotal OC 25.8		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	110		110	75		75	120		120	75		75	120		120
Subtotal OC 26.0		110	0	110	75	0	75	120	0	120	75	0	75	120	0	120

31.0	Equipment	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
31.0	Purchase of Residential Furniture/Equip.	16	16	0	0	57	57	5	5	41	41					
31.0	Purchase of Office Furniture/Equip.	16	16	5	5	#VALUE!		0	0	0	0					
31.0	Purchase of Vehicles		0		0	24	24		0	48	48					
31.0	Purchase of Printing/Graphics Equipment		0		0		0		0		0					
31.0	ADP Hardware purchases	5	5	5	5	52	52	5	5	10	10					
31.0	ADP Software purchases		0		0		0		0		0					
	Subtotal OC 31.0	37	0	37	10	0	10	133	0	#VALUE!	99	0	99			
32.0	Lands and structures	Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line		Do not enter data on this line						
32.0	Purchase of Land & Buildings (& bldg. construction)		0		0		0		0		0					
32.0	Purchase of fixed equipment for buildings		0		0		0		0		0					
32.0	Building Renovations/Alterations - Office		0		0		0		0		0					
32.0	Building Renovations/Alterations - Residential		0		0		0		0		0					
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0			
42.0	Claims and indemnities		0		0		0		0		0					
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0			
TOTAL BUDGET		4,150	0	#VALUE!	#VALUE!	0	#VALUE!	4,764	0	#VALUE!	4,275	0	#VALUE!	4,694	0	#VALUE!

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>2,687</u>	<u>2,769</u>	<u>2,784</u>	<u>2,885</u>	<u>2,995</u>
Exchange Rate Used in Computations	<u>550</u> _____	<u>550</u> _____	<u>550</u> _____	<u>550</u> _____	<u>550</u> _____

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 0 0

MISSION :

SENEGAL

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01 SMG	2	2	2	2
02 Program Officer	1	1	1	1
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary				
10 Agriculture				
11 Economics	1	1		
12 GDO				
12 Democracy	1	1	1	1
14 Rural Development				
15 Food for Peace				
21 Private Enterprise	1	1	1	1
25 Engineering				
40 Environment	1		1	1
50 Health/Pop.	1	1	1	1
60 Education				
75 Physical Sciences				
85 Legal	2	2	2	2
92 Commodity Mgt				
93 Contract Mgt	2	2	2	2
94 PDO		1	1	1
95 IDI		1		
Other*				
TOTAL	14	15	14	14

Please e-mail this worksheet
in either Lotus or Excel to:
Maribeth Zankowski
@hr.ppim@aidw
as well as include it with
your R4 submission.

*please list occupations covered by other if there are any
FY-2000 ceiling: 14 + 1 IDI

USAID/SENEGAL End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 1999 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	1	1	1					3	3	1	1	2	2	3	12	15
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire	1							1	1	3				1	5	6
Other FSN/TCN	4	5	5					14	7	10	33	2	1	9	62	76
Subtotal	6	6	6	0	0	0	0	18	12	14	35	4	3	13	81	99
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs	4	4	4					12	1					3	4	16
Subtotal	4	4	4	0	0	0	0	12	1	0	0	0	0	3	4	16
Total Direct Workforce	10	10	10	0	0	0	0	30	13	14	35	4	3	16	85	115
TAACS			1					1							0	1
Fellows			1					1							0	1
IDIs								0							0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	10	10	12	0	0	0	0	32	13	14	35	4	3	16	85	117

	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2000 Target																
OE Funded: 1/																
U.S. Direct Hire	1	1	1					3	3	1	1	2	2	2	11	14
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire	1							1	1	3				1	5	6
Other FSN/TCN	4	5	5					14	7	10	33	2	1	9	62	76
Subtotal	6	6	6	0	0	0	0	18	12	14	35	4	3	12	80	98
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs	4	4	4					12	1					3	4	16
Subtotal	4	4	4	0	0	0	0	12	1	0	0	0	0	3	4	16
Total Direct Workforce	10	10	10	0	0	0	0	30	13	14	35	4	3	15	84	114
TAACS			1					1							0	1
Fellows			1					1							0	1
IDIs								0							0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	10	10	12	0	0	0	0	32	13	14	35	4	3	15	84	116

FY 2000 Request																
OE Funded: 1/																
U.S. Direct Hire	1	1	1					3	3	1	1	2	2	3	12	15
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire	1							1	1	3				1	5	6
Other FSN/TCN	4	5	5					14	7	10	33	2	1	9	62	76
Subtotal	6	6	6	0	0	0	0	18	12	14	35	4	3	13	81	99
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs	4	4	4					12	1					3	4	16
Subtotal	4	4	4	0	0	0	0	12	1	0	0	0	0	3	4	16
Total Direct Workforce	10	10	10	0	0	0	0	30	13	14	35	4	3	16	85	115
TAACS			1					1							0	1
Fellows			1					1							0	1
IDIs								0							0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2

Org End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	1	1	1					3	3	1	1	2	2	2	11	14
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire	1							1	1	3				1	5	6
Other FSN/TCN	4	5	5					14	7	10	33	2	1	9	62	76
Subtotal	6	6	6	0	0	0	0	18	12	14	35	4	3	12	80	98
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs	4	4	4					12	1					3	4	16
Subtotal	4	4	4	0	0	0	0	12	1	0	0	0	0	3	4	16
Total Direct Workforce	10	10	10	0	0	0	0	30	13	14	35	4	3	15	84	114
TAACS			1					1							0	1
Fellows			1					1							0	1
IDIs								0							0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	10	10	12	0	0	0	0	32	13	14	35	4	3	15	84	116

FY 2001 Request																
OE Funded: 1/																
U.S. Direct Hire	1	1	1					3	3	1	1	2	2	3	12	15
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire	1							1	1	3				1	5	6
Other FSN/TCN	4	5	5					14	7	10	33	2	1	9	62	76
Subtotal	6	6	6	0	0	0	0	18	12	14	35	4	3	13	81	99
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs	4	4	4					12	1					3	4	16
Subtotal	4	4	4	0	0	0	0	12	1	0	0	0	0	3	4	16
Total Direct Workforce	10	10	10	0	0	0	0	30	13	14	35	4	3	16	85	115
TAACS			1					1							0	1
Fellows			1					1							0	1
IDIs								0							0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	10	10	12	0	0	0	0	32	13	14	35	4	3	16	85	117

Organization: USAID/SENEGAL

Foreign National Voluntary Separation Account								
Action	FY 1999			FY 2000			FY 2001	
	OE	Program	Total	OE	Program	Total	OE	Program Total
Deposits			0			0		0
Withdrawals			0			0		0

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0	0	0

Exchange Rate _____

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0	0	0

Exchange Rate _____

Controller Operations

Org. Title: USAID/SENEGAL		Overseas Mission Budgets														
Org. No: 685		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	72.7		72.7	74.6		74.6	74.6		74.6	77.6		77.6	77.6		77.6
	Subtotal OC 11.1	72.7	0	72.7	74.6		74.6	74.6	0	74.6	77.6	0	77.6	77.6	0	77.6
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0		0			0			0			0			0
11.8	FN PSC Salaries	139.3		139.3	152		152	152		152	158		158	158		158
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	139.3	0	139.3	152	0	152	152	0	152	158	0	158	158	0	158
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	0		0	21.6		21.6	21.6		21.6	16.5		16.5	16.5		16.5
12.1	Cost of Living Allowances	5		5	5.3		5.3	5.3		5.3	5.8		5.8	5.8		5.8
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits	3.2		3.2	3.3		3.3	3.3		3.3	3.4		3.4	3.4		3.4
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits	9.4		9.4	9.5		9.5	9.5		9.5	9.7		9.7	9.7		9.7
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	17.6	0	17.6	39.7	0	39.7	39.7	0	39.7	35.4	0	35.4	35.4	0	35.4
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	6		6	6		6	9		9	6		6	9		9
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0		0	3.5		3.5	3.5		3.5			0			0
21.0	Assignment to Washington Travel	0		0	3.5		3.5	3.5		3.5			0			0
21.0	Home Leave Travel			0			0			0			0			0
21.0	R & R Travel	6		6			0			0	6		6	6		6
21.0	Education Travel			0			0			0			0			0
21.0	Evacuation Travel			0			0			0			0			0

Controller Operations

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel			0	0.7		0.7	0.7		0.7			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0			0			0			0			0
21.0	Site Visits - Mission Personnel	14		14	14.4		14.4	14.4		14.4	14.4		14.4	14.4		14.4
21.0	Conferences/Seminars/Meetings/Retreats	3		3	3		3	6		6	3		3	6		6
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel			0			0			0			0			0
	Subtotal OC 21.0	29	0	29	31.1	0	31.1	37.1	0	37.1	29.4	0	29.4	35.4	0	35.4
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0	42		42	42		42			0			0
22.0	Home Leave Freight			0			0			0			0			0
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.			0			0			0			0			0
22.0	Transportation/Freight for Res. Furniture/Equip.			0			0			0			0			0
	Subtotal OC 22.0	0	0	0	42	0	42	42	0	42	0	0	0	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	42.6		42.6	43.7		43.7	43.7		43.7	43.7		43.7	43.7		43.7
23.2	Rental Payments to Others - Warehouse Space			0			0			0			0			0
23.2	Rental Payments to Others - Residences	12		12	12		12	12		12	12		12	12		12
	Subtotal OC 23.2	54.6	0	54.6	55.7	0	55.7	55.7	0	55.7	55.7	0	55.7	55.7	0	55.7
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	7.3		7.3	7.7		7.7	7.7		7.7	7.7		7.7	7.7		7.7
23.3	Residential Utilities	6.5		6.5	7		7	7.4		7.4	7.4		7.4	7.4		7.4
23.3	Telephone Costs	8.1		8.1	8.1		8.1	8.1		8.1	8.1		8.1	8.1		8.1
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs	0.3		0.3	0.3		0.3	0.3		0.3	0.3		0.3	0.3		0.3
23.3	Courier Services	0.6		0.6	0.6		0.6	0.6		0.6	0.6		0.6	0.6		0.6
	Subtotal OC 23.3	22.8	0	22.8	23.7	0	23.7	24.1	0	24.1	24.1	0	24.1	24.1	0	24.1
24.0	Printing and Reproduction			0			0			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	6.3		6.3	6.5		6.5	6.5		6.5	6.5		6.5	6.5		6.5
25.2	Residential Security Guard Services	7.5		7.5	7.3		7.3	7.7		7.7	7.7		7.7	7.7		7.7
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances			0			0			0			0			0

Controller Operations

Org. Title: USAID/SENEGAL		Overseas Mission Budgets														
Org. No:	685	FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services	4		4	4		4	5.5		5.5	4		4	5.5		5.5
25.2	Staff training contracts			0			0			0			0			0
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	17.8	0	17.8	17.8	0	17.8	19.7	0	19.7	18.2	0	18.2	19.7	0	19.7
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0			0			0			0			0
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	3		3	2.5		2.5	2.7		2.7	2.5		2.5	2.7		2.7
25.4	Residential Building Maintenance	1.8		1.8	1.6		1.6	2		2	1.6		1.6	2		2
	Subtotal OC 25.4	4.8	0	4.8	4.1	0	4.1	4.7	0	4.7	4.1	0	4.1	4.7	0	4.7
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0			0			0
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	1.3		1.3	1.6		1.6	1.6		1.6	1.6		1.6	1.6		1.6
25.7	Vehicle Repair and Maintenance			0			0			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance	0.1		0.1	0.1		0.1	0.1		0.1	0.1		0.1	0.1		0.1
	Subtotal OC 25.7	1.4	0	1.4	1.7	0	1.7	1.7	0	1.7	1.7	0	1.7	1.7	0	1.7
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	10.8		10.8	10.8		10.8	11.9		11.9	10.8		10.8	11.9		11.9
	Subtotal OC 26.0	10.8	0	10.8	10.8	0	10.8	11.9	0	11.9	10.8	0	10.8	11.9	0	11.9
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	1		1	0		0	4.8		4.8	0		0	4.8		4.8
31.0	Purchase of Office Furniture/Equip.	1.9		1.9	0		0	3.3		3.3	0		0	3.3		3.3
31.0	Purchase of Vehicles			0			0			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31.0	ADP Hardware purchases	1.8		1.8	1.8		1.8	1.8		1.8	1.8		1.8	1.8		1.8
31.0	ADP Software purchases			0			0			0			0			0
	Subtotal OC 31.0	4.7	0	4.7	1.8	0	1.8	9.9	0	9.9	1.8	0	1.8	9.9	0	9.9
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Controller Operations

Org. Title: USAID/SENEGAL Org. No: 685 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL BUDGET	375.5	0	375.5	455	0	455	473.1	0	473.1	416.8	0	416.8	434.1	0	434.1

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>354</u>	<u>384</u>	<u>414</u>	<u>377</u>	<u>387</u>
Exchange Rate Used in Computations	<u>550</u> _____	<u>550</u> _____	<u>550</u> _____	<u>550</u> _____	<u>550</u> _____

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

IV. ANNEXES

Annex 1
Results Framework for FY 1992-1997 Strategy

A. SO1: DECREASED FAMILY SIZE

KIR A: Increased MCH/FP/STD/HIV-AIDS - Service Access

- IRA 1.2 Knowledge MCH/FP/STD/HIV-AIDS Service Points
- IRA 1.2 FP/STD/HIV-AIDS Service Points for Adols & Men
- IRA 1.3 Delivery Points for Contraceptive & ORS
- IRA 1.4 Functional FP service points (staff equipment & products)
- IRA 1.5 MCH/FP/STD-HIV-AIDS fee systems established
- IRA 1.6 Functional service points for diarrhea (staff & ORS)
- IRA 1.7 Functional FP service points for malnutrition (staff & products)
- IRA 1.8 % "Baby Friendly" hospitals
- IRA 1.9 Functional FP service points for SIDA/HIV-AIDS (staff, equipment & products)
- IRA 1.10 Functional FP service points pre-and post-natal services

KIR B: Increased MCH/FP/STD/HIV-AIDS - Service Demand

- IRB 2.1 Knowledge of contraceptive methods
- IRB 2.2 Unmet contraceptive demand
- IRB 2.3 Nutritional surveillance children (0-5)
- IRB 2.4 Mothers know home diarrhea treatment rules
- IRB 2.5 Mothers exclusive breastfeeding
- IRB 2.6 Women receive 3 prenatal visits
- IRB 2.7 Population 15-49 knows 2 ways of HIV prevention
- IRB 2.8 Population 10-15 knows 1 way of HIV prevention
- IRB 2.9 High Risk Population Uses Condom Sex

KIR C: Increased MCH/FP/STD/HIV-AIDS - Service Quality

- IRC 3.1 FP Centers offer all methods
- IRC 3.2 Family planning clients receive counseling
- IRC 3.3 Contraceptive side effects treated correctly
- IRC 3.4 Diarrhea cases treated correctly
- IRC 3.5 Service points supervised regularly
- IRC 3.6 Family planning users continue
- IRC 3.7 Prenatal visits done correctly
- IRC 3.8 Malnutrition cases recovered
- IRC 3.9 Child Nutritional surveillance
- IRC 3.10 Births assisted by trained providers
- IRC 3.11 STDs treated and clients counselled correctly
- IRC 3.12 STD/HIV cases treated or followed by health facilities
- IRC 3.13 HIV + persons supported socially & psychologically
- IRC 3.14 Action planning completed and effective

B. SO2: INCREASED CROP PRODUCTIVITY THROUGH IMPROVED NRM IN ZONES OF RELIABLE RAINFALL

KIR A: Land Investments Increased

IRA 1.1 Land Ownership at the Rural Level Secured

IRA 1.2 Land Investments Secured

IRA 2.0 People's Knowledge and Understanding about Tenure and User-Rights Policies Increased

IRA 3.1 Institutions to resolve Issues, Conflicts Questions Strengthened (CR, CERP, etc)

IRA 3.2 Institutions for Information Management & Dissemination about Institutional and Legal Framework Strengthened

IRA 3.3 Institutions to Conduct Cadastral Surveys Strengthened

IRA 4.0 Legal and Institutional Framework Related to NRM Improved and Approved

KIR B: Improved NRM Practices Mastered and Used by Farmers

IRB 1.0 Farmer Exposure to Improved NRM Practices Increased

IRB 2.1 Availability of Technicians to Farmers Increased

IRB 3.1 Technicians Training in Outreach Increased

IRB 2.2 More NRM Technologies Validated

IRB 3.2 New NRM Technologies Developed

IRB 3.3 Traditional Technologies and Prevailing Practices Assessed

KIR C: Access to Commodity and Input Markets Increased

IRC 1.1 Transportation Infrastructures Improved

IRC 1.2 Number of Markets Increased

IRC 1.3 Market Liberalization Increased

IRC 1.4 Processing and Conservation Facilities Developed

KIR D: Access to Capital Increased

IRD 1.1 Savings and Loans Efficiency Increased

IRD 2.1 Liberalization of Credit and Savings Institutions Increased

IRD 3.1 Savings and Loans Policy Defined and Implemented

IRD 1.2 Credit and Savings Institutions Increased

IRD 2.2 Management Capacities of Credit Operations and Beneficiaries Improved

IRD 2.3 Mobilization of Farmer's Savings Encouraged

IRD 3.2 People's Knowledge About Savings and Credit Institution Opportunities Increased

Annex 2
New SOs (1998-2006) Results Framework

A. STRATEGIC OBJECTIVE 1: SUSTAINABLE INCREASES IN PRIVATE SECTOR INCOME GENERATING ACTIVITIES IN SELECTED SECTORS

A. Summary: Under the 1998-2006 CSP, the Private Sector Strategic Objective (SO1), aims at providing a comprehensive and continuous approach to strengthening local business associations, identifying and documenting priority concerns, proposing solutions, debating issues in an open and participatory manner, and developing and implementing strategies to improve the policy/regulatory environment.

SO1 directly addresses the policy and institutional constraints that have inhibited private sector growth, employment, and income. Foreign and domestic small businesses and microenterprises require an improved policy and regulatory environment, viable access to financial resources, and training in literacy, entrepreneurial, technical and business skills. It aims at economic empowerment for the Senegalese population. Direct support to businesses, business groups, and entrepreneurs will provide opportunities for income-generating activities, including AG/NRM activities. Those activities benefitting youth and women will be given special attention.

B. Key Results: USAID/Senegal's eight-year strategy has identified three interrelated and mutually reinforcing Key Intermediate Results (KIRs), which together will lead to the achievement of SO1: **(1) Improved legal, regulatory, and policy environment; (2) Improved access to financial services; (3) Increased use of best technical and managerial practices.**

Under KIR 1, the legal, regulatory and policy framework will be improved through the following intermediate results:

- Policy and Regulatory Framework Improved
- Judicial Process More Adapted to Business Needs

Under KIR 2, the access to financial services will be improved through the following intermediate results:

- Decentralized Financial Systems (DFS) Expanded and Sustained
- Increased Awareness of Clients of Financial Instruments
- Financial Risks Reduced
- More Savings Mobilized

Under KIR 3, the use of best technical and managerial practices will be increased through the following intermediate results:

- Increased Access to Information
- Increased Use of Appropriate Technology
- Private Businesses, Associations and Groups Strengthened

C. Performance and Prospects: Start up activities of SO1 are described below:

KIR 1: Following the recommendation of the last Consultative Group Meeting held in Paris in Spring

1998, the GOS has been engaged in a process of formulating a new private sector development strategy in close collaboration with local private sector associations and the donor community. The GOS has scheduled a high level seminar in April 1999 sponsored by the World Bank to officially launch its strategy. SO1 will concentrate on the following activities aimed at creating a business environment more conducive to supply-response by creating appropriate incentives and further reforming GOS institutions, regulations and policies:

1. Completing Price and Trade Liberalization: The GOS has implemented over the last three years a series of reforms aimed at promoting competition in domestic and external trade. Measures already taken by the GOS include the following:

- abolishment of reference prices for imports;
- elimination of prior authorization for imports;
- issuance of an anti dumping law;
- creation of a Competition Committee to adjudicate disputes relating to abuses of market power;
- liberalization of prices of controlled products; and
- termination of some special agreements granting companies advantages and protected markets.

More recently, the GOS adopted a new tariff schedule which has lowered duties bringing the maximum tariff rate to 30%, and bringing Senegal in line with the UEMOA requirements. However, GOS policies still continue through different mechanisms to grant tariff privileges and protection to fifteen products including sugar, tomato paste, millet, sorghum, rice, onion, vegetable oil, wheat flour, potatoes, banana, milk, meat, poultry, petroleum products and cigarettes. SO1 will encourage the GOS to establish a time-phased action plan to fully liberalize these products.

2. Promoting Private Investment: At the request of the GOS, USAID/Senegal has funded an Investor's Road Map Survey conducted by the World Bank's Foreign Investment Advisory Services Group (FIAS), which documented regulations, policies and institutions impeding private investment in Senegal. The preliminary report was reviewed by the private sector, donor and GOS representatives during a workshop held in early February 1999. More than twenty recommendations were adopted by the workshop. SO1 will encourage the GOS to establish a time-phased action plan for the implementation of those recommendations.

3. Reforming Public Sector Agencies: In Senegal, there are at least a dozen GOS agencies that promote private sector development. Most of them have overlapping mandates that distract potential clients and waste resources. The GOS acknowledged the need for restructuring and rationalizing all the GOS institutions that interact with the private sector.

SO 1 will encourage the GOS to establish a time-phased action plan for the implementation of a restructuring of public institutions to provide an enabling environment which is more conducive to private sector trade and investments.

4. Strengthening of the Judicial Framework: The Ministry of Justice will submit its strategy to the Mission from which specific activities will be designed. Illustrative examples of possible USAID assistance include: (a) training of judges in business law and market economies; (b) logistical support in the form of equipment to civil and commercial courts; (c) logistical support to the newly created

Arbitration Center within the Chamber of Commerce of Dakar; (d) training of private arbitrators in settling litigations; and (e) logistical support to the Competition Oversight Committee.

KIR 2: SO1 will implement a **Loan Portfolio Guarantee (LPG)**, centrally-funded and directly managed from USAID/Washington. The Mission has approved the LPG and a local private commercial bank is expected to revise its application in April 1999. The LPG will contribute making formal sector credit available to a wider customer base. USAID anticipates implementing the LPG through the participation of the Compagnie Bancaire de l'Afrique Occidentale (CBAO), thus paving the way for other banks to possibly join the LPG. The LPG will focus mainly on small businesses, and will help reduce the perceived financial risks associated with lending to them. The target customers are microenterprises of up to ten employees and small and medium enterprises with 5 to 100 employees and under \$800,000 in equity. The program includes the following two components:

- **a guarantee mechanism** which covers up to 50% of a bank's net loss on the principal of loans; and
- **technical training** for staff of participating banks. The training programs will be financed by USAID/Washington, with USAID/Senegal providing administrative and logistic support.

The LPG directly contributes to the achievement of KIR 2 and indirectly contributes to the achievement of KIR 3.

SO1 will focus on technical assistance to expand and sustain the decentralized financial systems (DFS). Prior to allocating SO resources to this microfinance sector, the SO team and the Mission need to have the clearest possible understanding of existing institutions, including their strengths, weaknesses, and potential. A proposed **assessment of Senegal's microfinance institutions** will examine the viability of these institutions, and will propose assistance which can help these organizations become profitable and viable. This assessment will greatly support the achievement of three of the four intermediate results of KIR 2: decentralized financial systems expanded and sustained; financial risks reduced; and more savings mobilized. The assessment will also identify the opportunities of the microfinance sector and allow SO1 to adequately allocate its resources. Particular attention will be given to identifying financial services that women and youth groups would like in order to increase viable AG/NRM-based businesses.

KIR 3: SO1 and its partners are fully aware that most Senegalese entrepreneurs need to strengthen their management skills. The inability of most emerging businesses to develop business plans and technical skills keeps them from having access to most credit programs, hampers growth and erodes profits. SO1 has surveyed the training institutions in Dakar to see what course of action to take in training business women and men.

1. With this information, the Private Sector Team will help some of these training programs to improve the management knowledge and skills within SMEs and microenterprises.
2. Another proposed activity under KIR 3 is support to business and professional associations. The Private Sector SO program will provide technical assistance to business and professional associations to improve their organizational and managerial skills. It will also help them reinforce their capacities for policy analysis of the business environment.
3. SO1 plans to fund a reverse trade mission to the U.S. in spring 1999 organized in conjunction with

Corporate Council for Africa (CCA), for six Senegalese government and private business leaders. The goal of this mission is to promote U.S. investments and increase two-way trade between the U.S. and Africa. It complements a previous trip by CCA members to Senegal to September 1998. The success of a consummated business deal directly supports SO 1, including employment creation, development of small and medium enterprises, and better access to high technology and financing.

D. Possible Adjustments to Plans: No adjustments are foreseen for this new program at this time.

E. Host Country and Other Donor Programs: The Government of Senegal (GOS) has demonstrated its commitment to private sector development through a comprehensive package of policy reforms aimed at creating an improved business environment. These have included a 50% CFAF (West African Monetary Union Franc) devaluation in January 1994, price and trade liberalization, reform of the labor code, and the abolition or renegotiation of special agreements under which the GOS conferred special protection, subsidies and tax exemptions to certain enterprises.

The World Bank, the International Monetary Fund (IMF), and France are other leading donors for Senegal's private sector. Other donors include the African Development Bank, the European Union, the International Fund for Agricultural Development, the United Nations Development Program, the West African Development Bank, Canada, Germany, and Italy. A private sector donor working group, chaired by the U.S. Ambassador to Senegal, coordinates donor assistance for private sector promotion.

The World Bank-supports programs aim at encouraging competition, liberalizing the sector, and reducing energy costs. In 1997, the International Finance Corporation opened an office in Dakar to respond to financial needs of small and medium enterprises (SMEs). In August 1998, the IMF developed an Enhanced Structural Adjustment Agreement with the GOS, for the period 1998-2002, with key objectives of promoting the private sector, alleviating poverty, and strengthening good governance.

F. Principal Contractors, Grantees or Agencies: IBRD's Foreign Investment Advisory Services (FIAS) carried out the Investors' Roadmap Survey with joint USAID/Senegal and IBRD funding and encouragement. During 1999, USAID/Senegal will select a prime contractor to implement activities in support of the Private Sector SO.

G. Preliminary Performance Indicators: USAID/Senegal intends to complete its preliminary Performance Monitoring Plan (PMP) by June 1999; hence the baseline and target figures presented below are preliminary.

INDICATORS	1998(B)	2000(T)	2006(T)
SO Level			
- Income increased through supported activities (cumulative)	\$5million	\$13million	\$85million
- Number of SMEs created (cumulative)	120	275	1,250
- Number of microenterprises created (cumulative)	250	700	3, 200
- Ratio of Private Investment to GDP	13%	14%	17%
KIR 1 level:			
- Number of products granted tariff preferences	15	10	0
- Average time for new business to register	5-6 wks	3 wks	3 days
- Average time for business to become operational	9-24 mos.	9-12 mos.	3-6 mos.
- Average time for business to complete customs formalities	2 wks	1 wk	2 days
- Number of investment incentive regimes	5	3	1
- Government ownership in public enterprises	71%	43%	30%
KIR 2 level:			
- Amount of credit offered through the LPG program (national)	-	\$1million	\$6million
- Value of savings collected nation-wide by DFS (in billion CFAF)	9.4	11	20
- Values of loans offered nation-wide by DFS (in billion CFAF)	13.8	16	30
- Number of people benefiting nation-wide from DFS loans	266,574	300,000	600,000
KIR 3 level:			
- Percentage of SMES with business plans	30%	35%	80%
- Number of SMES visiting business centers	300	500	1000

B. STRATEGIC OBJECTIVE 2: MORE EFFECTIVE, DEMOCRATIC & ACCOUNTABLE LOCAL MANAGEMENT OF SERVICES & RESOURCES IN TARGETED AREAS.

A. Summary: The purpose of this Strategic Objective (SO) is to achieve more effective, democratic, and accountable local management of services and resources in targeted areas. This democracy and governance SO will increase the ability of Senegalese to identify and prioritize local issues and mobilize resources at local levels to address their major concerns. The SO builds upon the success of past USAID-funded activities. These include, inter alia:

- (1) Working with communities to help villagers develop and implement land use management plans;
- (2) Supporting village organizations to create new income generating activities;
- (3) Contributing to the implementation of the National Environmental Action Plan; and,
- (4) Helping the national committee coordinating interventions to manage Senegal's natural resource base in a sustainable manner.

The attainment of the SO will be enhanced in many cases by integrating activities executed on the SO1 and SO3.

Key Results: USAID's 1998-2006 Strategic Plan has identified four Key Intermediate Results (KIRs) that will be attained during the next eight years to achieve the Democracy and Governance SO.

Under KIR1, the capacity of local institutions will be increased, with a focus on:

- Improving managerial, leadership, planning, and analytical skills;
- Increasing access to good information through as many media as possible;
- Improving systems for transfer of information and human resources from national to local levels; and,
- Increasing accountability and transparency of local institutions.

Under KIR2, access to financial resources will be increased. This is essential because the demand for resources at the local level far exceeds the resources that the central government can provide. Activities will focus on:

- Improving systems for the transfer of funds from national to local levels;
- Improving management and enforcement of tax collection procedures;
- Improving policy implementation and legal framework for local government authority to raise revenues; and,
- Improving democratic process for electing local leaders.

Under KIR3, popular participation in the management and oversight of local affairs will be increased by:

- Establishing multiple and regular channels for citizen access to information;
- Informing and strengthening local development groups concerned with good governance, including local media; and,

- Improving the democratic process for electing local leaders.

Finally, under KIR4, implementation of policies and regulations related to decentralization will be made more effective by:

- Improving coordination systems among levels of local government; and,
- Increasing knowledge of decentralization texts and related legislation through various channels including local media.

C. Performance and Prospects: Performance achieved under the FY 1992 to FY 1997 strategy in strengthening civil society through the natural resources management (NRM) activities was good. USAID's work to promote participatory applied research within the National Agricultural Research Institute (ISRA) showed how involvement of NGO's and farmers in development of national applied research agendas can have a beneficial outcome of strengthening civil society. Until new contractors are in place during this 1999 transition year, USAID/Senegal will concentrate on on-going NRM-based activities, as well as a few new activities. Emphasis will be on the following:

- Participatory development and implementation of land use management plans in five new geographic areas;
- Continued empowerment of villagers and enhancement of civil society through training and technical assistance in AG/NRM practices and technologies, literacy, community-based decision making, D/G and decentralization training for local officials, support to decentralization initiatives at the local level, and enterprise development and credit access;
- Identify possible assistance regarding the Presidential elections in 2000;
- Conduct a pilot study of civil society's role in decision-making in a peri-urban area of Dakar.

D. Possible Adjustment to Plans: USAID/Senegal is considering revision of some democracy-related indicators so that the data collection is cost-effective and the data to be collected is accurate.

E. Host Country and Other Donors: The Government of Senegal (GOS) passed a landmark decentralization law in 1996 that transferred a wide range of responsibilities to local governments and new regional councils. Canada has taken the lead in coordinating donor decentralization programs and has financed a major study of Senegal's local government finance system which is to be the basis for a dialogue on fiscal reform. The World Bank has provided large-scale financial and technical assistance to urban municipalities and is preparing a major rural infrastructure project that will work with the Rural Councils. In addition to its support for urban municipalities, France also offers training, technical assistance and equipment to local government officials and institutions. Germany's assistance program focuses on training and technical assistance to strengthen the managerial capacity of local officials. The European Union has offered technical assistance to monitor the implementation of decentralization reforms and to establish Regional Development Agencies associated with the Regional Councils. The United Nations Development Program has provided assistance to local government institutions to reinforce their capacity to fight poverty.

F. Major Contractors and Grantees: Assistance provided by the South-East Consortium for International Development (SECID) under the 1992 - 1997 CSP will continue through 2001. New contracts/grants will be competed and awarded in 1999 for SO implementation. A new contract was

awarded to Associates in Rural Development (ARD) in January 1999 for a Customer Satisfaction Survey, which will provide base-line data concerning how people perceive the delivery of public services.

G. Preliminary Performance Indicators: USAID/Senegal intends to complete its Performance Monitoring Plan (PMP) preparation by June, 1999, hence baseline and target figures presented below are preliminary.

Performance Indicators	1998(B)	1999(T)	2006(T)
SO Level:			
1) Proportion of citizens who report satisfaction with a threshold level of services and resources (as determined by periodic Customers Satisfaction Surveys):			
- in 50 Rural Communities	-	-	-
- in 10 Communes	-	-	-
2) Proportion of local governments implementing 90% of their land use management plans	15%	25%	60%
3) % of local governments implementing 90% of their planned budgets	-	-	-
- Rural Communities	-	-	65%
- Communes	-	-	60%
4) Proportion of local governments in which 60% of eligible voters participate in local election	-	-	-
KIR 1 level:			
1) Proportion of local collectivities(CLs) that develop & implement their Environmental Action Plans (EAPs)	-	-	-
2) Proportion of CLs that design & implement a development plan	-	-	-
3) Proportion of CLs capable of self-reporting on management-related financial data	-	-	-
4) Proportion of works under CL supervision contracted to local organizations	-	-	-
KIR 2 level:			
1) Proportion of local collectivities(CLs) that collect at least 80% of their planned operating revenues on their own -		-	-
2) Rate of increase of government transfers (in real terms) to CLs	-	-	-
3) Rate of increase of the value (in real terms) of revenues from external sources	-	-	-
4) Proportion of CLs that receive 100% of expected Central Government transfers by March 31 st	-	-	-
KIR 3 level:			
1) Number of complaints registered against local governments & deconcentrated State authorities	-	-	-
KIR 4 level:			
1) Promotion of decentralization-related implementation decrees issues	-	-	-
2) Proportion of conflicts resolved at the CR level	-	-	-

C. STRATEGIC OBJECTIVE 3: INCREASED AND SUSTAINABLE USE OF REPRODUCTIVE HEALTH SERVICES IN THE CONTEXT OF DECENTRALIZATION IN TARGETED AREAS.

A. Summary: To assist the Ministry of Health (MOH) in improving health care services and to capitalize on opportunities presented by a new decentralized legal environment, USAID/Senegal has developed this strategic objective to promote the use and sustainability of selected reproductive health services through increasing access, demand, and local financing capabilities. Within both public and private sectors, efforts will be aimed at decreasing infant and child mortality, reducing fertility, and stabilizing HIV/AIDS prevalence rates.

This SO builds on USAID's FY 1992-1997 Strategy as well as its experiences in Senegal over the past thirty-five years. It reinforces the emphasis placed in recent years on stimulating private sector initiatives, strengthening local entities, and enhancing Senegal's political and administrative decentralization. The attainment of the SO will be enhanced in many cases by integrating activities dealing with private income generation (SO1) and improved management of local government (SO2).

B. Key Results:

1) At the SO level, research has demonstrated that increasing the use of a variety of reproductive health services leads directly to significantly higher infant and child survival rates as well as lower fertility. USAID's partners and customers have agreed that improving access and demand for services are key to increasing use. Long-term sustainability of these services, however, requires improvements in internal financing capabilities. A better balance of external and internal resources will ensure greater access and thus higher, sustainable levels of use of quality reproductive health services.

2) Three Key Intermediate Results (KIRs) and supporting Intermediate Results (IRs) have been developed that are considered necessary and sufficient for achieving the SO:

KIR-A: Improved access to quality child survival, maternal health, family planning and sexually transmitted diseases/AIDS services

IR-A 1 Improved functionality of existing public Services Delivery Points (SDPs)

IR-A 2 Expanded network of private sector SDPs

IR-A 3 Improved coordination between public and private sectors

IR-A 4 Improved program management and technical monitoring of public and private sector SDPs

KIR-B: Increased demand for quality child survival, maternal health, family planning and sexually transmitted diseases/AIDS services

IR-B 1 Increased knowledge of the benefits of CS, MH, FP, and STI/AIDS services

IR-B 2 Increased participation of opinion leaders (religious, political, and civil) in social mobilization

IR-B 3 Private sector IEC activities expanded

KIR-C: Increased financing of health services from internal sources

- IR-C 1 Total local and central government resources allocated to health increased in real terms
- IR-C 2 Total non-government resources allocated to health increased
- IR-C 3 A monitoring system of the legal and regulatory framework for health made functional

3) The ultimate customers targeted by this SO include three major population groups in Senegal: (a) approximately 1.6 million children under five, who will be the primary beneficiaries of child survival activities; (b) couples and individuals, specifically women of reproductive age; and (c) approximately 1.5 million sexually active persons in urban and peri-urban areas at high risk of contracting HIV/AIDS.

C. Performance and Prospects: Health sector objectives defined in the 1992-1997 strategy were generally achieved, and in some cases end-of-program targets were exceeded. These results will be consolidated during the October 1998 to September 1999 transition year, with a strong emphasis on activities that will benefit the entire FY 1998-2006 Strategy, specifically: (1) major information, education and communication (IEC) campaigns and strengthening MOH IEC planning activities in reproductive health, training in more effective data-for-decision-making and planning tools; (2) assisting a selected group of local Health Committees to more actively engage in promoting preventive health services, and strengthening their management capacity; and (3) assisting the MOH in managing contraceptive logistics from the national pharmacy down to health posts.

USAID will continue to provide commodities and technical assistance, and the distribution of contraceptives will be fully integrated into the essential drugs distribution program. Continued partnership between public and private sector health delivery services will be supported during this period. USAID will also ensure that ongoing pilot programs on integrated management of child illness and minimum nutrition package are well documented and the results widely disseminated.

During the strategy period, specific reproductive health interventions will reflect priorities established by the MOH in its 1998-2002 national plan, USAID studies and the needs expressed by USAID's partners and customers. These include: (1) integrated management of childhood illness, including vaccinations, integrated nutrition programs, exclusive breastfeeding, management of diarrheal disease and acute respiratory infection, and malaria treatment/prevention in children under 5 and pregnant women; (2) family planning, prenatal care, assisted deliveries and postnatal care; (3) treatment of STIs and epidemiological surveillance of HIV and STIs; and (4) IEC.

D. Possible Adjustments to Plans: USAID/Senegal is considering revising some general population-related indicators for which data collection is not cost-effective. In addition, because the data for these indicators are collected at least every other year, reliance on program-related data or alternative interim data requires the definition of additional indicators for which high quality and cost-effective data can be gathered for progress tracking and annual reporting. In this respect, the methods for data gathering and summarizing will be evaluated to ensure comparability over time.

E. Host Country and Other Donors: At least sixteen bilateral and multilateral donors, including the World Bank, Japan, France, and the European Union, currently contribute to the health sector in Senegal. Under the GOS national health plan for the period 1998 to 2002, it is estimated that the GOS will cover about 60% of the planned health budget by providing human and material resources, while donors will fund about 30% of the budget, mostly for preventive health and family planning. Cost-recovery systems are expected to contribute the remaining 10%.

F. Major Contractors and Grantees: While USAID/Senegal plans to put in place a new long-term, prime contractor, USAID will continue to rely on Cooperating Agencies (CAs) provided through USAID's Field Support funding mechanisms to implement transition activities. These CAs include BASICS, JHPIEGO, CMS, MEASURE, FPLM, AVSC, PHR, PCS, FPMD, and IMPACT.

G. Preliminary Performance Indicators: USAID/Senegal intends to complete its Performance Monitoring Plan (PMP) preparation by June, 1999, hence baseline and target figures presented below are preliminary. The indicators listed on the next page will be included in the PMP. Additional indicators will be selected for annual reporting and to track progress. Overall, the indicators are a combination of population-based, health facility-based and local government-based measurements. We will not report on indicators marked with an asterisk on an annual basis because they require population-based data that are only collected, on average, every four years. Figures reported here are national-level estimates based on the 1996/97 DHS. They will be revised for specific target areas upon completion of a special survey now underway. The indicators marked with two asterisks require program-based data that will be available once target areas are selected and baseline surveys conducted. Three indicators will be measured on a national basis: contraceptive prevalence rate, CYP, and proportion of persons in high-risk groups reporting condom use with non-regular partner during the last sexual act. These indicators are linked to USAID's nationwide contraceptive supply and certain national-level education and promotion interventions.

	1998 (B)	1999	2000	2006 (T)
SO-level				
Contraceptive Prevalence Rate *	8.1%			15 %
Proportion of pregnancies receiving at least one prenatal visit **	85.1 %			98 %
Proportion of child diarrhea cases treated with Oral Rehydration Therapy *	42.7 %			60 %
Proportion of infants 0-4 months exclusively breastfed *	11.2 %			30 %
Proportion of children fully vaccinated by age one as evidenced by vaccination cards *	37.8 %			65 %
Proportion of persons in high-risk groups reporting condom use with non regular partner during last sexual act **	88 %	89 %	90 %	96 %
KIR A-level				
Proportion of SDPs with trained staff in diarrhea case management & adequate stock of ORS **	65.8%	80%	82%	95%
Proportion of pregnancies receiving up to three prenatal visits *	63.9 %			78 %
Couple-Years of Protection (CYP) **	199,900	225,000	250,000	464,000
Proportion of FP clients who have used any modern FP method on a continuous basis in the past year **	52.8 %	53.8 %	54.8 %	61 %
KIR B-level				
Proportion of people who know of condom use as means for prevention of AIDS *	42 %			46 %
Proportion of married women of reproductive age who state intention to use FP services in the coming 12 months *	27.9 %			49 %
Average desired family size *	5.1			4.0
KIR C-level				
Proportion of local governments that transfer 100 % of funds to health sector by May 31 **	x 6/30/99	x 6/30/99	x 6/30/99	x 6/30/99

ANNEX 3: STAND-ALONE PROGRAMS

Annex 3.A. CAPE VERDE

A. Contribution to Food Security

The Food for Peace Program being implemented by ACDI/VOCA in Cape Verde continues to show positive impacts on the food security of the country's population, both rural and in urban.

The FFP Title II monetization program provides a significant contribution to Cape Verdian food security. The delivery of FY 1997 and 1998 commodities totaling 22,090 MT of grain and 1,201 MT of edible beans (total value US \$6,335,083) contributed approximately 13 percent of Cape Verde's annual cereal requirement, 20 percent of its edible bean requirement, and 25 percent of the total food aid contribution toward Cape Verde's food requirement. Given Cape Verde's climate and terrain, it is a structurally food deficit. Its strategy to achieve food self sufficiency is based on increasing export earnings so as to be able to purchase its food needs commercially.

The commodity of choice, number two yellow corn, was limited to 37 percent of FY 1997 and 1998 U.S. food exports because of its removal from USDA/CCC food aid for three years. Rice, beans and wheat replaced corn until the third quarter of FY 1998 when corn was reinstated as an available commodity.

The rural poor benefit from the program mainly through the development of associations that execute contracts to carry out soil and water conservation (SWC) works. These associations employ over 3,000 workers in rural engineering and forestry programs. In the long-term, the SWC works carried out by associations contribute to improved agricultural yields and allow rural stakeholders to have a voice in their own development. In the short-term, rural residents earn income to buy commodities distributed through commercial networks.

The food aid program contributes at the macro level to lessening the structural food deficit, and it reduces the balance of payments deficit. In the rural areas, households with members supported by the soil and water conservation program have shown an increase in income by 38% from 1997, and 50% for female-headed households (FHH). This is particularly important in Cape Verde where people can spend 60 percent or more of their income on food.

B. Effectiveness of the Program in Achieving Results

1. Program Objective # 1: Support to soil and water conservation activities through farmer associations

The association movement in Cape Verde continues to grow. At the end of 1997, twenty-four farmer groups contracting under the SWC program had been legalized. By the end of 1998, this number had increased to thirty-one. While still young and in need of additional training and organization, members are showing greater understanding of the benefits and responsibilities of belonging to an association. The associations, which participate in all stages of works development, are building high-quality works and the program is exceeding its targets for soil and water conservation. (Refer to Results Report, Table 1 in section I.A.1 on Association Progress- Plan vs. Actual).

2. Program Objective # 2: Introduce new technologies which conserve water and raise yields

ACDI/VOCA continued programs to introduce agricultural technology during the year, including the development of a credit program for farmers that will allow them to install drip irrigation systems. The area of land installed under drip irrigation was less than planned during FY 1998 due to a number of obstacles including the lack of credit for agricultural producers. However, the groundwork laid during the year should result in a significant increase in the adoption of drip irrigation technology in the remaining three years of the Food for Peace program and well into the future. Income levels achieved after installing drip irrigation exceeded planned targets. (Refer to Annex 1: Indicator Table of FY 98 Results Report).

3. Program Objective # 3: Micro enterprise training and lending program, small business lending program, and other business promotion activities

The micro-enterprise and small business lending activities are performing very well. Outputs have exceeded expectations by a wide margin. The Micro Enterprise Training and Lending Program achieved near break-even financial operations during the July through September 1998 quarter and generated a profit during the first of FY 1999, approximately 18 months ahead of plan. Measured impact on borrowers shows improvements in profitability well above the level predicted in the Monitoring and Evaluation Plan. Income improvement following micro and small business loan disbursement exceeded targets by a wide margin, and wealth improvement by a smaller margin. (Refer to Annex 1: Indicator Table of FY 98 Results Report).

Annex 3.B. THE GAMBIA

A. Contribution to Food Security

The overall goal of the FFP Program in The Gambia is to help contribute in ensuring food security in the country. This is done to complement government efforts through working with grassroots associations to promote food production, to provide income generation, and to encourage improved health and nutrition practices. Specifically, the program focusses on sesame production since this crop is found to be low input and drought tolerant. Originally introduced as a women's food crop, sesame has been grown primarily on community plots by women farmers in kafos (traditional groups). Nowadays individuals as well are cultivating sesame for both income and consumption purposes. FFP program resources contribute to food security from three perspectives: Access, availability and utilization. The program focuses on these three aspects through working with Sesame Growers Associations (SGAs) and Nutrition Centers in the health program. The agriculture and small enterprise development components of the program continue to focus on alleviating the causes of poverty (unavailability of and lack of access to food) through projects that improve agricultural production and/or rural incomes.

The goal of the FFP program is to empower the women primary producers to become sustainable in their food production endeavors. This is why the program concentrates on women and on sesame as a food and cash crop in the agricultural component. The Health and Nutrition Institutional Strengthening (HNIS) component aims to decrease infant, child and maternal mortality through targeted health education, improved utilization of food resources and other complementary activities.

Sesame contributes to the Gambian economy and food security from the household to the national level. At the household level, the seed can be used whole in local recipes, processed into oil for consumption or local sale or, sold whole for export. Value added processing of sesame has been especially important for the SGA women farmers, and contributes to the socio-economic well being of sesame producing families. Not only does local processing increase household access to oil to fulfil dietary needs, but savings are also made in not having to purchase the imported cooking oil. Furthermore, income is earned from the sale of surplus oil and the residual sesame cake. This cake is used for both human and animal consumption as well as fertilizer and soap for washing clothes. The residual cake is also sold to generate additional income which is subsequently used to purchase other food items for family use.

At the national level, the production of high quality confectionery (white) seeds has great potential to generate foreign exchange earnings through export. This year sesame has really proven to be a reliable source of income earner for the women farmers. Peanuts considered a single cash crop did not do well in terms of marketing and sesame was found to be a good substitute this year. However this is not to say that the program tries to promote sesame as an alternative to peanut since traditionally, peanut is the main cash crop in the country and may likely stay that way in the foreseeable future. The peanut markets were unnecessarily restricted this year and therefore men farmers had to depend very much on the income generated from the sesame fields to buy food for the family.

B. Effectiveness of the Program in Achieving Results

CRS's current Development Activity Proposal (DAP) was approved in the second quarter of FY 98 (February 1998) and will cover a period of three years through to FY 01 (March 2001).

Most of the activities in FY 98 were devoted to collecting baseline data for the impact indicators relating to the specific results to be achieved.

Because this is the first fiscal year of the three-year DAP, key programmatic issues imperative to the success of this project, such as the management information system (MIS), baseline surveys, and the establishment of the apex organization, the National Association of Women Farmers (NAWFA) for the Sesame Growers' Associations (SGAs) were implemented.

The anthropometric baseline survey for the Child Survival(CS) project, the SGA agricultural baseline survey, and the development of a comprehensive procedures manual for the MIS have helped improve benchmarks set for the program and strengthen the ongoing monitoring of project activities. While the SGA project focussed its energies on the establishment of NAWFA, The Gambia Food and Nutrition Association (GAFNA) concentrated on transforming the Child Survival (CS) project from a center-based to a more community-based program. (It should be noted that GAFNA has reached a certain level of maturity in that they have been able to leverage funding with the help of CRS, which will cover the next five years for their health and nutrition program. GAFNA will introduce a program that CRS piloted for the local production of maternal food supplements called FUTUKANYA. This program will be funded by the World Bank.) These activities will ensure a smooth transition to phase-out and eventual self-sustainability of both projects. CRS plans to phase into new program areas which will help to sustain the gains made in the current program and focus on programs which have longer term benefits.

(For detailed information on the above, please refer to the FY 98 Results Report from CRS).

Annex 3.C. GUINEA-BISSAU

There is a pipeline of approximately \$2.5 million in the USAID-funded Trade and Investment Support (TIPS) Project in Guinea-Bissau. These funds, subject to approval of USAID/Washington, could finance useful activities that will be discussed at the emergency roundtable meeting in Geneva in the latter half of April 1999. This roundtable is aimed at mobilizing resources needed to finance priority reconstruction and rehabilitation programs for Guinea-Bissau.

Because of the civil unrest in Guinea-Bissau, Africare left the country in December 1998. The following excerpts come from an impact assessment report dated February 1998.

"The Tombali Sustainable Rural Initiatives Project (TSRIP) has generated significant impact in the three rural sectors where it works. The zone, and the project, has benefitted from the opening of an improved road network which has significantly reduced travel time and considerably improved transport conditions. This encourages more vehicular traffic and, correspondingly, increased opportunity for commerce.

While the road network has been under construction, the TSRIP team has quietly been working with rural associations to prepare the associations and their members to confront the new terms of trade which their villages will experience. The zone was virtually abandoned in previous times because transport was too difficult and too expensive to permit the shipping of local produce in commercially viable quantities. Now, the roads are nearly completed and the associations have built solid bases from which to engage in commercial activity.

The people with whom Africare's TSRIP team have worked are capable of making sage business decisions, brokering farm produce to market at a substantial profit while still being able to respond to the needs of individuals in their communities. That the associations have been able to compete aggressively with the traditional traders who have made their fortunes for years offering low prices to disorganized rural producers is a real sign of the impact this activity has had. The credit provided by the project to these associations was completely allocated to productive investment. The kinds of returns that have been registered would elicit low whistles of admiration and disbelief in any marketplace, never mind in the far reaches of Guinea-Bissau. This progress likely would not have been possible in the absence of credit. If TSRIP is permitted the time to consolidate its efforts, given the capital bases that have been established through good management, there is an outstanding opportunity that at least some of these institutions (associations) will be able to continue on a sustainable basis. That reaches the very core of the project's goal - to enhance food security by increasing incomes through strengthening producer and processor associations. It is happening in Tombali.

This paper has merely touched on some of the commercial successes that these associations are having under these new terms of trade. The increased revenue and creation of employment can only benefit the communities with which Africare is working. However, in order to consolidate these efforts, substantial work remains.

Literacy training has accomplished a great deal, but not all association officers and members are literate nor have they completely mastered the skills of numeric literacy. That is a goal which may well be attainable in the near future.

Essentially, the project has assisted the creation, organization and capitalization of rural banking institutions in villages where associations have been established. These institutions can remain in operation only as long as their capital base is not deteriorated. Project activities over the next phase must concentrate on helping the associations more fully develop the skills they require to manage the funds they have accrued. In the absence of formal banking institutions in the Tombali region, the associations with larger capital bases should be encouraged to establish relationships with banks in Bissau. This will permit the association to develop a credit record with the bank. In turn, the bank hopefully will view with favor the granting of loans to well-capitalized, well-planned rural enterprises organized by associations with proven ability to pay back their loans in a timely manner.

The rice bank that the rice marketing associations are maintaining in the village has not been tested fully as a buffer against hunger in the season of (food stock) crisis". The availability of the sizable stock of rice that some of these associations are managing to a village where hunger has been cyclically certain is a major asset to the entire area affected. For the first time, these villages have found a means to keep their rice in the village and still have money in their pockets.

Critically, the need to explore the relationship between the members and the associations remains a priority. The balance of sensitivity and discipline with which this problem is dealt with will condition the success of the rural banks that have been created through rural savings and domestic investment.

Finally, an attentive, systematic and flexible - but consistent- monitoring system must be regularly engaged by the project team. They need to know exactly what is happening, not just on an impressionistic basis, but on a well-founded empirically evaluated foundation. The staff now has the skills to pursue that course and they are encouraged to do so."

Annex 3.D. MAURITANIA

A. Contribution to Food Security

In terms of addressing the three dimensions of food security availability, access and utilization the FFP Program in Mauritania is making the greatest strides in the nutrition education program, which covers improved utilization of food, among other topics. This is also an area which has the greatest promise for sustainability. Once the messages pass and are incorporated into the dietary regimes and regular activities of the household, they are sustained. Availability of food is addressed through the provision of Title II commodities. While this certainly addresses a real need in the community, it cannot be considered sustainable because it is reliant on external factors, such as the political relations between the US and Mauritania. In addition, it requires the presence of Doulos or another U.S. PVO. The only dimension of food security that the program does not adequately address is that of access to food. Analysis of household finances is on-going, including ways of improving cash flow, particularly women's access to incomes.

The Title II food distributed in the program contributes to household food security to varying degrees. The standard dry ration package is designed with families in mind. According to the DAP, the standard ration package (one mother, one child) provides a total of 68,370 calories and 2528 grams of protein per month. If the package were shared among six or seven household members, the daily per capita supplement would equal approximately 290 calories and 11 grams of protein. For a larger family of 12, the per capita calorie supplement would be about 190 calories and seven grams of protein.

In terms of economic value, the dry rations are not likely to be sold, but to be consumed by family and friends. It is possible that women do sell a portion of the oil, but this is not confirmed. As Doulos has reported, the dry rations of WSB and SFSG are not easily marketed because they are not part of the regular staple diet, such as millet and rice. Local sorghum is consumed, but it is a different variety, and has a different color and cooks slightly differently.

B. Effectiveness of the Program in Achieving Results

Under the Maternal and Child Health (MCH) program, results achieved regarding impact indicators exceeded expectations by a wide margin, as indicated below.

1. Objective 1: Improve Health and Nutritional Status of Enrolled Children

Among the 4,342 children who participated in the MCH program throughout all twelve month of FY 98, the actual achievement for average weight-for-age (WFA) gain per child during the fiscal year was 7.6 percentage points (targeted achievement was 5 percentage points). This is the best achievement for this indicator since Doulos began tracking annual WFA improvement status in FY 93.

Among the 412 graduates from the Nouakchott MCH centers in FY 98, the actual achievement for average total improvement in WFA status per child was 16.6 percentage points (targeted achievement was 10 percentage points). This is the second highest recorded by Doulos since FY 93.

Actual achievement for percentage of graduating children reaching >80% WFA was 66 percent (targeted achievement was 65 percent).

Among all FY 98 graduates, the actual achievement for percentage of severely malnourished children (<60% WFA) rehabilitated to >75% WFA was 68 percent (targeted achievement was 75 percent).

(Refer to Table 2 summarizing performance for Objective 1 in Section I.A.1.b. of the Doulos FY 98 Results Report).

2. Objective 2: Strengthen Mothers' Health Knowledge & Practices

The mid-term evaluation of Doulos' program, carried out in November 1998, provides evidence that beneficiary mothers are learning important health information in the Doulos MCH centers, and that they are applying this knowledge and sharing it with other women. Excerpts from the mid-term evaluation report follow. What is most important about this data is that it reflects the beneficiaries' own perception of what they have learned through the health education at the MCH centers.

" In each of the five centers visited, women considered topics concerning care for children as the most relevant. Specifically, mothers appreciate information on hygiene, breast-feeding, and basic health care such as fever and diarrhea management. Women also expressed appreciation for the knowledge they received on family planning. HIV/AIDS and other sexually transmitted infections followed these other two topics in popularity among the women met...Women also believe that the knowledge they gain through the discussion series has helped them to manage better certain illnesses, especially diarrhea...Women claim that they have changed certain practices. For example, women emphasized how important cleanliness and wearing shoes is for children."

Doulos will be conducting a KAP survey in FY 99 and thus next year's Results Report will have quantitative data to compare with the qualitative data gathered during the mid-term evaluation.

Results achieved under objectives 3 and 4 also indicate that Doulos is ahead of schedule to meet its DAP targets (see Tables 3 and 4 of Section I.A.1.b of FY 98 Results Report).

Annex 4

Environmental Impact

I. Plan for New or Amended IEE or EA Documents in the Coming Year: None

II. Environmental Compliance:

A. Under the FY 1992-1998 CSP:

SO#1: The interventions implemented under SO1 had no effect on the environment and were in compliance with 22 CFR 216(c)(2)(7).

SO#2: The review of the interventions reported under this SO indicates that the impacts of all NRM-based activities were in compliance with the previously approved IEEs. However, the SZWM activity in the Casamance region could not be monitored because of continuing security concerns. All other interventions were positive programmatically on the quality of the life of the beneficiaries and had no negative impact environmentally.

B. Under the FY 1998-2006 CSP:

For the three SOs under the new CSP, IEEs were prepared and approved. Under the continuing CBNRM activity, sub-grant interventions are based on land use management plans which provide, during the course of the sub-grant implementation, mitigative measures or guidance in compliance with 22 CFR.216.3 (a)(iii). Activities under old HPN SO1 are still being implemented. At all health care institutions receiving assistance under this SO, sound disposal procedures for medical and health care wastes have been promoted according to WHO guidelines.

Annex 5 - Endnotes of II (SO2)

- 1 . EPIQ IRG is the Environmental Policy and Institutional Strengthening Indefinite Quantity Contract of the Global Bureau. The International Resources Group is the lead contractor for this task order.
- 2 . CBNRM targets its interventions at the "Communauté Rurale (CR)" administrative unit which is similar to a U.S. county.
- 3 . Source: Southern Zone Water Management Activity (SZWM) Suivi-Evaluation Phase III, Rapport d'Analyse, 1996-7. Note: The current 1997-1998 crop year production and hectareage data are not available due to early termination of activity for security reasons.
- 4 . For example, over the life of the PVO/NGO Support Activity, working with about 230 producer groups, 50 producer groups were assisted to diversify their enterprises and produced 525 ha. of sesame, pressed and sold oil; 46 groups in 44 villages reduced grain deficits by producing an additional 1,015 has. of grains with loans for equipment and access to sustainable AG/NRM techniques; 101 groups in 110 villages benefitted from training to establish 69 nurseries, build 276 compost pits, 916 improved wood stoves, etc. Credit and savings activities involved 230 groups for small commerce and 56 group for 193 enterprises, with 90-95% repayment rates. Nearly 7,000 people benefited from literacy training during the Activity, as well. (PVO/NGO Support Project Annual Activity and Financial Report, 7/1/97-6/30/98, by New Transcentury Foundation COP Awa Paye Gaye, dated 8/98).
- 5 . For example, under CBNRM 181 hectares of multiple use tree plantations were achieved (CBNRM Joint Annual Review presentation 2/10/99 and performance report). Under the PVO/NGO Support Activity, 51.5 hectares of fruit tree plantations were put in and 68.25 hectares were reforested (PVO/NGO Support Project Annual Activity and Financial Report, 7/1/97-6/30/98, by New Transcentury Foundation COP Awa Paye Gaye, dated 8/98).
- 6 . KAP is the Knowledge, Attitudes and Practices random sample survey, conducted to determine the general trend of NRM practice use in the adequate rainfall zone, not limited to specific SO2 intervention sites. Thus, these results do not reflect the interventions of SO2 specifically, but rather the general trends in zones in which SO2 operates. These KAP surveys have been conducted every 2 years since FY92, with some variations in methodologies, further describes in Table 2.3.
- 7 . These extremely ambitious targets (e.g. increasing live fencing use ten fold and wind break use 4 fold, in a 6 year period) were achieved for 4 of the 7 KIR-level indicators for women, and 2 of the 7 for households in general (Table 2.3). While it is not possible to identify the contribution of SO2 in this trend, qualitative surveys in the SO2 sites indicate that technology diffusion by SO2 forestry, applied research and community development activities of CBNRM, PVO/NGO Support, Winrock, KAED, and Rodale certainly did contribute to this trend. In particular they contributed to the measurable increases in field tree plantings by households (92: 2.4%; 94: 14%; 98: 43%) and in other land-enhancing investments, such as live fencing, windbreaks, and compost. In addition, evidence from 1994-98 demonstrates that there has been a significant increase in the number of farmers using 4 or more improved technologies.
- 8 . CBNRM presently operates in 20 of Senegal's 320 CRs, and has initiated 84 subactivities involving 28 different types of income and productivity enhancing NRM activities. Nearly 6,000 beneficiaries (1,980 men and 3,688 women) from rural associations are involved in activities such as ag. and vet. supply stores, vegetable gardening, water management and erosion control, tree nurseries, cattle fattening, etc.